

# **SAL** *management*

DEC 4 1933



Allyn B. McIntire, Pepperell's energetic vice-president, heads A. N. A....See page 534.

**Sales Planning to Avoid Gold Rush Hysteria  
in Liquor Marketing . . . How 13 Firms Head  
Off Split Commission Scraps . . . Sales Letters**

20 CENTS

December 1, 1933

# SOLD 33,700 RAINCAPES

## ... with 1600 lines of News space!



Gimbel Brothers' page advertisement in the Daily News of Tuesday, Oct. 10th

THAT'S right . . . the price was only 84c.

And the full News page and follow-up copy amounted to 1600 lines . . . quite a lot of space for The News.

But 33,700 is a lot of anything!

And \$28,000 is a lot of business . . . for any retailer . . . from 1600 lines of space.

Is your advertising doing as much . . . anywhere?

There are a lot of people in New York who might be buying and using your product—all kinds of people.

The News reaches most of them—

More effectively—

More economically—

## • THE NEWS

NEW YORK'S PICTURE NEWSPAPER

220 EAST FORTY-SECOND STREET, NEW YORK CITY  
Tribune Tower, Chicago • Kohl Building, San Francisco

# 2 Famous Characters

*created by The Saturday Evening Post*



## MR. GLENCANNON

*of the S. S. Inchcliffe Castle*

Unknown a few years ago, Mr. Glencannon, Scotch inside and out, is more famous today than many "celebrities" in the flesh. Millions follow him and the tramp, "Inchcliffe Castle," as they find droll adventure in foreign ports. Every day the editorial mail is full of re-orders for Glencannon.



## BIG BEN

*and 100,000,000 timepieces*

The Western Clock Company authorizes us to say: "Big Ben was born in the Post and raised by the Post. Beginning in 1910, we used the Post exclusively for five years. Every year for 23 years, the Post has been the largest factor in our advertising. "And, we have sold more than 100,000,000 Westclox timepieces since we began advertising in the Post."

THE SATURDAY EVENING POST has unique ability to create nationally known character . . . Fictional character that folks enjoy and follow . . . Product character that they want . . . and buy.

Millions met Tish, Mr. Tutt, Charlie Chan and Tugboat Annie in the Post.

Millions first met their clocks, automobiles and refrigerators there, too.

The Post will go on creating fictional characters that you will know, like and remember. And the Post will go on creating factual characters for quality products — products you may buy or make or sell!

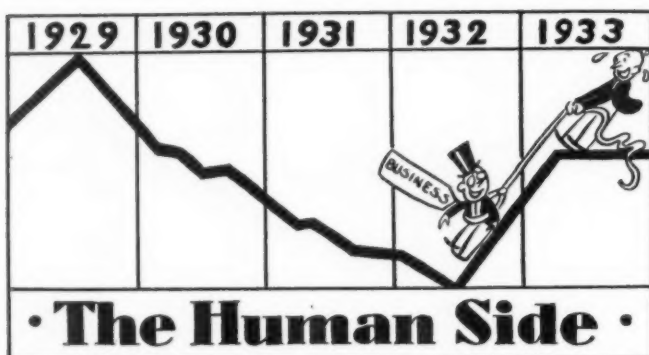


THE POWER THAT BRINGS NATIONAL REPUTATION TO AUTHORS AND LIFE TO THEIR CHARACTERS IS THE SAME POWER THAT GIVES NATIONAL REPUTATION TO ADVERTISERS AND LIFE TO THEIR TRADE

# THE SATURDAY EVENING POST

"AN AMERICAN INSTITUTION"





## 60 Per Cent Irish

If you've been listening around the drug stores lately you've probably heard a lot of requests for Vince. You've probably heard a lot of brogue too.

F. W. Hehmeyer, advertising director of William R. Warner & Company, New York, has proved this statistically by showing that 60 per cent of the thousands of letters received weekly from the Vince broadcasts, which started last month, come from people with Irish names. (There are some Scotch names too.) Assuming that those who write enthusiastic letters about the programs must also show their loyalty at the drug counters, Mr. Hehmeyer expects that the Irish have had considerable to do with the fact that October was the biggest month in Vince's history, and that November thus far has been even better.

Vince is an oral antiseptic, featuring "live" oxygen as helpful to the teeth, gums, etc. Dentists have recommended it for years, but until the radio series there was no consumer advertising. The Warner organization, which also handles Sloan's liniment, Non-spi and other products, had built up distribution for Vince through jobbers and 80 per cent of the retail drug stores of the country.

The fact that Irishmen form such a large part of new Vince customers was somewhat accidental. It was neither a tribute to Irish foresight nor a condemnation of Irish teeth. The Warner company has long used radio. Warden Lewis Lawes' "20,000 Years in Sing Sing," for Sloan's liniment, for example, is pretty popular. There is, of course, no direct connection between product and prison life, except that convicts have aches and pains like the rest of us. The main thing, from the Warner standpoint, is that Warden Lawes is an interesting personality with something interesting to say.

In planning a formal consumer introduction for Vince, the Warner people decided on radio as the principal medium. They wanted a high-class program. They sounded out John McCormack. Would Mr. McCormack consent to sing on a regular weekly radio series? If he could choose the program and the "assisting artists," Mr. McCormack would. Another Irishman, William Daly, and his orchestra were added.

Up to this writing there have been six McCormack broadcasts. In selecting his numbers, Mr. McCormack has not confined himself wholly to Irish. He has sung in Italian and Latin, and perhaps in French and German, too. We remember two selections he even rendered in English!

The programs are broadcast, coast to coast, over 26 NBC stations. One sample offer brought 25,000 or 30,000 requests. The number of requests for Mr. McCormack's photograph might shame even Mr. Vallee. (And the writers also had to submit evidence that they had bought Vince.)



## Lo! the Agile Jumping Bean

M. Guldenstein, of Chicago, Chihuahua and points west, importer of the untamed Mexican jumping bean, in an exclusive interview stated recently that his phenomenal success in life has been due to the itch of man to solve mysteries. In other words, the thousands who buy jumping beans each year do not buy them because they love to see jumping beans jump but because they want to dig into them to find out what makes them jump.

"Curiosity sells jumping beans," said Mr. Guldenstein. "It's the same like a little boy digging into a watch. He wants to know what makes it tick. Hundreds of thousands of people buy jumping beans every year. But did you ever see anyone that had 'em very long?"

"Now, you've come in here all excited, asking me what makes a jumping bean jump? Should I tell you? You can buy two for five cents, and, like the rest, find out. All right, here's your two jumping beans.

"But, remember, when you find out you mustn't tell anyone. Keep it dark. Did you ever see in the papers why a jumping bean jumps? Nobody ever tells. It's a trade secret. If it got printed in the papers nobody would buy jumping beans any more."

Your correspondent took his two jumping beans, furtively slunk up an alley and opened them. What makes a jumping bean jump? Should Mr. Guldenstein's business be destroyed? No and no. We wouldn't do a dirty trick like that even to Mr. Guldenstein.

The importation of Mexican jumping beans is a great industry and worthy of protection. And the human interest in why jumping beans jump makes the nickels go round.

## Keeping the Girls Going

General Johnson and staff have been somewhat embarrassed lately trying to do right by the burlesque industry. It seems that the burlesque chorus girls in the New York district (according to Thomas J. Phillips, president of the Burlesque Artists' Association) have been working 90 hours a week, counting rehearsal and waiting time, but that 70 per cent of the 1,100 members of the association have averaged only 10 weeks' work in the last two years.

On the other hand, Paul Weintraub, associate counsel for the National Burlesque Association of America, said there is an actual scarcity of talent. One producer, he pointed out, had to send to the Pacific Coast to get girls to fill his choruses.

Mr. Weintraub also took issue with Mr. Phillips over salaries paid to principals. Several are now receiving more than \$150 a week, and one girl principal gets from \$150 to \$300 a week, depending on the town in which she is playing.

And Joseph Weinstock, representing large burlesque interests in New York, resented "aspersions" cast on chorus girls by Mr. Phillips.

"We have," said he, "the nicest, most refined girls you could find anywhere, and their conditions are in some cases better than those in legitimate theaters."

The hearing was recessed, to give the administrator time to think it over.

## Sticking Qualities

If your cow's tail swishes in your face while milking, use Bauer & Black adhesive plaster.

If your hen won't set on an egg because it is broken, patch it up with B & B adhesive plaster.

If your double chin persists, restrain it with B & B. (Continued on page 516)





## FIFTY BREWERS... NOW USING THEM...

### *Distinctive*..POINT-OF-SALE SIGNS

Chances are that you, reader, are not a brewer . . . (well, maybe you have tried your hand at it) . . . But you do have things in common with brewers—among them, a Merchandising Problem. And you have an answer to this Problem—you have a Merchandising Plan. Your Plan includes advertising of various kinds . . . newspaper, magazine, radio, bill-board . . . and, to tie these up, you have something to say **at the Point-of-Sale**. Or do you? Chances are you do, because what Merchandiser does not recognize the importance of **identifying his dealers** . . . of making that final and most timely advertising effort for the consumer's favor where the consumer comes to buy.

Fifty brewers, in the past few months, have decided to use Meyercord Decalcomania Signs . . . to identify their dealers . . . to advertise **their** beer, where beer is sold. No reason why fifty merchandisers of sugar, or spice, or anything nice, shouldn't have made the same decision, in the same short span of time. No reason perhaps . . . except . . . the merchants in sugar and spice didn't have the same FRESH realization of their need of a good Point-of-Sale Sign.

Fifty merchandisers in a large and important industry . . . knowing they needed practical, economical Point-of-Sale advertising . . . chose Meyercord Signs.

Perhaps you, too, can use Meyercord Signs to advantage. Will you send us your inquiry?



## The MEYERCORD CO.

208 WEST WASHINGTON ST. . . . CHICAGO, ILL.

# SALES management

Vol. XXXIII. No. 12 December 1, 1933

## CONTENTS

### Advertising

- ANA Looks at Advertising and the New Deal  
in Washington Meeting ..... 534  
*(Photo on cover by Blank-Stoller, Inc.)*  
Trebled Advertising Doubles Vick Sales During  
Depression ..... 536

### General

- Significant Trends ..... 519

### Markets

- Wired Homes Increasing Faster than Appliance  
Sales; Market Beckons ..... 536

### Product Design

- Heater Redesign Jumps Sales 400 Per Cent for  
American Gas Machine ..... 532  
*By Rex F. Clarke, General Sales Manager,  
American Gas Machine Company, Inc.,  
Albert Lea, Minnesota*

### Recovery

- Shall Industry or Government Punish Code  
Offenders? ..... 540  
*By Nathan Boone Williams, Management Consultant,  
Washington, D. C.*

- The Spotlight on Washington ..... 530

### Sales Campaigns

- A New Product—and Not Much Money to  
Spend: Any Chance? ..... 535  
How ABC Percaloes Won School-Opening Tie-ups  
in 400 Department Stores ..... 542

### Sales Contests

- "New Deal" Drive Vanquishes Blues for Mc-  
Caskey Men ..... 546

### Salesmen's Compensation

- How 13 Firms Head Off Split Commission  
Scraps ..... 524

### Sales Policy

- Vitex Puts Profits in Staples for Bakers and  
Milk Men ..... 528  
*Based on an interview by Lawrence M. Hughes with  
Dr. C. I. Post, Vitex Department,  
National Oil Products Company,  
Harrison, New Jersey,*

*and  
H. A. Morse,  
Sheldon, Morse, Hutchins and Easton,  
New York City*

- Sales Planning to Avoid "Gold Rush" Hysteria  
in Liquor ..... 522  
*By W. T. Palmer, General Sales Manager,  
Schenley Distillers Corporation,  
New York City*

### Sales Training

- A Follow-through Plan for Training New Sales-  
men ..... 544  
*By Corning White, Advertising and Merchandising  
Manager, Eskimo Pie Corporation,  
Brooklyn, New York*

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These are some of a very wide variety of uses which the B & B division of the Kendall Company has assembled to prove to wholesale and retail salesmen that this product is really the "most versatile of all commodities," and that "any one of them is sufficient to cause a person to buy a spool of adhesive."

"Although many of these uses seem strange and extraordinary," writes an executive of B & B in submitting the list to several thousand wholesalers' salesmen (at the request of their sales executives), "it must be remembered that they are presented only as possibilities, illustrating the great value of adhesive plaster in emergencies."

The list of uses—excluding surgical, for which the product was first developed—runs seven pages, single-spaced, two columns to the page. A Rover Boy book could be written about each: "B & B Straightening Crooked Toes" (a professional but not a surgical use); "B & B Keeping a Tire Lock from Rattling"; "B & B Reinforcing Football Pants"; "B & B Mending Small Cracks in a Canoe"; "B & B Taping Jockey's Hands to Obtain a Better Grip"; "B & B Covering Holes in Wallpaper"; "B & B as a Garter"; "B & B Keeping Blotters from Skidding on Desks"; "B & B Holding Shoulder Straps in Place on Evening Gown"; "B & B Training Vines against a Trellis"; "B & B Mending Small Holes in Rubber Corset"; "B & B Training Outstanding Ears to Cling to the Head"; "B & B Securing Glass Bulbs on Telephone Poles."

### Quit Inchin' with Mutt!

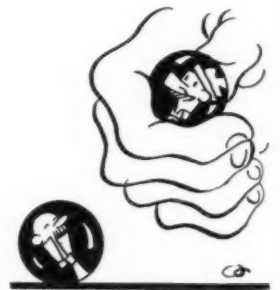
"I would like to show you, sir, a new design on a marble," said D. S. Beebe, of Chicago. He was speaking to the buyer for a large wholesale house. The buyer examined the samples. He smiled and said:

"I'll try a sample order. Put me down for 21,000 boxes."

Marbles being the subject, let us say something, then, of marble consumption. Some 11,000,000 boys shoot marbles every year in these United States of America. The annual output is about 75,000,000.

The most popular marbles are those vari-colored "glass agates" and the most of them are made in Ottawa, Illinois. The "new idea" in marbles was worked out by Mr. Beebe and George Angustein, Chicago attorney.

Their idea, which seems to be going over, is to make "cartoon marbles." Every marble has the picture of some comic page character on it—Andy Gump, Moon Mullins, Mr. Jiggs, et cetera. Working with the Pel-tier Glass Company, of Ottawa, manufacturer of cathedral glass and marbles, they have acquired the "rights" to all the funny folk appearing regularly in the *Chicago Tribune*, the *Chicago Herald & Examiner* and the *Chicago American*—on a royalty basis.



Very soon they plan to begin reproducing pictures of motion picture stars and big league baseball players. Also, special marbles for the Boy Scouts with their insignia upon them.

Millions of these marbles will be ready for the "spring shooting" for springtime is marble time. With the thing only a few days old, orders have been received for more than 500,000 of them. Ideas, sir, bring business. Even in times like these, for youth must be served.

The picture is transferred to the marble and it is re-fired. It is on the marble for keeps. Burned right in. Costs a bit more, of course, but, heck, what's a wee bit of expense to a marble-shooter. Sportsmen are always willing to pay for ammunition, and they appreciate quality.



Photo by Ewing Galloway

• • • "The one whose confidence is really necessary is the man on the street. His economic power en masse is overwhelming. Whether he resides in a farming community or in a metropolitan area, he has confidence in our present leadership of a character seldom witnessed in modern times. He believes the President has already accomplished miracles."

# Significant Trends

As seen by the editors of *Sales Management* for the fortnight ending December 1, 1933:

## Youth— and Wisdom

J. M. Mathes, head of the New York advertising agency of that name, thinks that the job of retrieving industry and business from depression has passed during the current year into the hands of the youth of the country.

"Approximately six million arrived at the ages of 23 and 24 in the current year. They are the new crop of rulers. They will provide the country with new aspirations, and keep it moving in new ways. It is because President Roosevelt is young at heart that he understands the needs of the times.

"It is characteristic that he does not know it all, but is willing to try. Youth is like that. The presumption of wisdom closes the avenues of sympathetic understanding and shies at experimentation."

• • • Where is business and where is it heading? On one hand we have the dire predictions of those who fear any and all tamperings with the old gold standard, and the reports of such organizations as the National Industrial Conference Board which put bearish interpretations on current statistics: on the other we find that some departmental reports of the Government continue to stress the theory started under the Hoover regime that we have never been in a depression at all, but even if we are in a depression we are rapidly climbing out of it.

• • • An unbiased summary of facts and opinions seems to indicate that the low point in the recession starting in August was reached around the first of November and that business is getting appreciably better—with repeal, Russian recognition, success of the gold plan in creating a proportionate rise in commodity prices, and the civil works administration plan which started November 20 being positive measures which are helping business to resume its momentum.

• • • The International Economic Research Bureau makes what we think is a very good point: That all of us in business constantly overrate the necessity of confidence existing in the business outlook among business men and financial interests and that during the earlier years of business recovery the one whose confidence is really necessary is the man in the street who knows nothing of economics

or business problems. His economic power en masse is overwhelming in comparison with those who are normally better situated.

They say, "it does not require the services of any psychologist to determine how the average citizen feels toward the outlook at this time. Whether he resides in a farming community or in a metropolitan area, *he has confidence in our present leadership of a character seldom witnessed in modern times.* He believes the President has already accomplished miracles in reviving national confidence and that the future holds even greater things in store—and as a result he is buying merchandise and making his plans for a gradual return to his old standard of living."

## Business Sign Posts

The general tone of reports was more favorable during the fortnight than was true in the preceding month, although the statistical indices are mixed. Industrial production during November showed a greater than seasonal drop, but retail sales improved over October.

**Prices:** The Irving Fisher All Commodity Wholesale Index of November 27 stood at 71.7, which is approximately the high of the year. The purchasing power of the wholesale dollar has declined from the March peak of 181.7 to 138.8.

**Bank Debts:** The week ending November 8 increase over last year was 24 per cent; for November 15, the total was 16 per cent above the corresponding week of last year; for November 22 the gain was 25 per cent.

**Steel Production:** After fifteen weeks of decline, percentage of capacity has risen from 25.1 to 27.

**Construction:** The Public Works Program is gathering momentum. Lumber orders during the week ending November 11 were the heaviest of any week since May, 1930.

**Auto Output:** The November decline in production was slightly greater than seasonal, but 1934 programs are getting under way. There is renewed activity at the Ford plant, and orders to suppliers indicate that production will be stepped up this month from 1,000 cars a day to 2,000.

**Car Loadings:** Percentage gain over 1932 has been increased during the fortnight; now stands at 7.6.

**Electric Production:** Currently showing the best gains over last year since the first of October. Gains are greater than seasonal.



**Employment:** The Bureau of Labor statistic figures show that employment in October was 23.5 per cent above the level of October last year, and that the payroll index was 34.3 per cent greater. The increase from September to October was fractional. Four industries showed greater employment than in October, 1926—beet sugar, corsets, aircraft and rayon.

**Retail Sales:** Have spurted recently. Cold weather has helped. In second November week Sears, Roebuck sales were 40 per cent ahead of same week last year. Mail order sales (farm sections) were up 70 per cent.

## The Trend of Sales

Increased confidence on the part of both retailers and national advertisers was seen in the figures for newspaper advertising as compiled by Media Records, Inc. After a slight drop in September from the preceding year, lineage resumed the gain which started in August. General, automotive, total display, department store, retail and classified showed gains over last year. Only financial lagged behind. Some observers claim they find a close relationship between classified advertising and the state of business. October was the first month since September, 1929, to show a gain in classified over the preceding year.

• • • Sales of new cars in October ran 122.6 per cent ahead of sales in the same month last year. Truck sales were 92 per cent ahead. R. L. Polk & Company estimates that sales of new cars for the calendar year of 1933 will be 35 per cent ahead of last year. Export sales have increased at a higher rate.

It is not only the low-priced cars that are selling. Packard sales during the first half of November exceeded the similar period in October, although November normally is one of the leanest months of the year. Packard's sales for September, October and the first half of November were 2,639 units as compared with 1,721 for the same period last year. October export sales of the company were 200 per cent ahead of last year.

• • • October sales in units of the General Motors Fleet Sales Corporation were 26 per cent ahead of the best month on record, which was May, 1930.

• • • All divisions of chain retail stores, except the grocery group, showed October increases. The total increase of all chain stores was 4.9 per cent. Mail-order companies lead with a gain of 18.7 per cent, followed by shoe chains, 17.5 per cent, drug, 9.6 and apparel, 9.5 per cent.

• • • Makers of office equipment report greatly increased demand. The report of Addressograph-Multigraph Corporation for the third quarter showed net profits of \$143,171 as against \$106,378 in the second quarter, and \$37,227 in the third quarter of last year. Since the low point in March, the company's factory force has increased 105 per cent; total hours worked have increased 152 per cent, and total wages paid have increased 166 per cent. September was the best sales month in 17 months; October was ahead of September by a wide margin, and was the best sales month since 1931.

• • • The store equipment manufacturers report similar increases. October sales of the Toledo Scale Company were larger than any month in 1933—they were 40 per cent ahead of both September, 1933 and October, 1932. Industrial sales gained 117 per cent over 1932.

## Wealth and Its Re-distribution

Since October 1, 338 corporations have issued reports showing increased earnings as against 168 who showed decreases.

Twenty-four companies have increased dividends; 3 have decreased; 23 have resumed dividends; 4 have omitted them. Standard Statistics has analyzed the nine months' earnings reports of 236 companies, and they show total earnings of \$183,400,000 as compared with a deficit of \$17,313,000 last year. Third quarter reports of these companies show an increase of 959 per cent over last year.

• • • Wood F. Axton, president of the Axton-Fisher Tobacco Company (Spuds, etc.) is a most unusual business man. A couple of weeks ago he announced that his company would entirely absorb the new Federal tobacco processing tax because he thought that his company was making more than enough money as it was, and now last week at a stockholders' meeting he rejected a suggestion of a stockholder that his salary of \$10,000 a year be increased. He is quoted as saying, "If there is any pay-raising in this factory it will start at the bottom and not at the top."

"On of the greatest troubles with the country is that business executives are taking too much for themselves," he added. "If we want to overcome the depression, the people must have enough to buy back the products of their labor."

• • • Still another business man made an unusual declaration the other day. Walter C. Teagle, president of the Standard Oil Company of New Jersey, in an address before the Academy of Political Science, said: "In the background of all of our troubles is the need for a more equitable distribution of the rewards of industry. Our productive capacity over the past three decades has run ahead of consumption because purchasing power has not broadened sufficiently to take in all classes. Farmers and the lower-paid wage earners should have participated more liberally in the enjoyment of benefits from the release of manpower by machine."

• • • President Roosevelt in his Savannah speech was very frank in telling what re-distribution of wealth was NOT. He said that our national sense of humor would prevent us from taking seriously any schemes designed to divide up the wealth of the country on a per capita basis every Saturday night.

• • • Since April 18, when we went off the gold standard, the price of that commodity has increased 58.3 per cent. The quoted prices of 50 industrial stocks are 71.2 per cent higher, rubber is up 136.8 per cent, tin 109.2, cotton 69.3, corn 30.3, wheat 23.5. Since we started to buy and sell gold its price has increased 16 per cent and this rise has been exceeded by most of the other items listed. Proponents argue that this is a perfect example of cause and effect; opponents say that it is merely a coincidence.

• • • A survey of actual increases in farm income this year over 1932 indicates that the cotton-growing states of the South Atlantic and East-Southcentral sections will have the biggest increases—66 per cent and 58 per cent respectively. Other sections are likely to have the following percentage gains: Pacific, 39 per cent; Middle-Atlantic, 37; Mountain, 26; East-Northcentral, 24; New England, 15; West-Northcentral, 15; West-Southcentral, 11 per cent.

Reprints of Significant Trends are available at 5 cents each.



# Who's Now Who

**They'd Walk a Mile:** When Camel cigarettes decided to resume radio advertising (the series is now running twice weekly over 80 CBS stations) it was planned to do considerable shopping around for talent. One of the first groups they heard were three girl singers, Do Re Mi, with Glen Gray's Casa Loma orchestra. The impression left was good. The girls (in private life Evelyn and Maybelle Ross and Ann Balthy) fit in well with the orchestra. William C. Esty & Company, Camel agency, liked their finished technique and varied repertoire. Still the Camel people shopped around. Finally, after hearing various types of entertainment, they returned to Do Re Mi and the Casa Loma.

Both groups are quite new. The girls have been singing together for about three years, and have been with CBS since April, 1932. The orchestra was originally formed four years ago to fill a brief engagement at the Casa Loma in Toronto.



**Revolving Desks:** Guy Smith (left) and H. H. Proskey (right) ought to get together in a few months and compare notes. Mr. Smith, for a number of years with Libby, McNeill & Libby, Chicago, recently as eastern sales manager, is becoming an executive of Batten, Barton, Durstine & Osborn, advertising agency. He has been active in the Association of National Advertisers, as vice-president and otherwise. The BBDO people "do not yet know" where Mr. Smith will work or what he will do.



*Kaiden-Keystone Studios*

Mr. Proskey (above), on the other hand, is a veteran agency executive, who has turned sales manager—for Lehn & Fink Products Company, in charge of Pebecco tooth paste, Hinds' Honey & Almond cream, and other things. For sixteen years he has been with the former Frank Seaman agency. Lately he has been vice-president in charge of the New York office of United States Advertising Corporation.



**De Soto's New Three:** De Soto Motor Corporation's sales expansion this year has brought several new executives into responsibilities there. H. Curby Jameson, left (Aeolian Company and Frigidaire in the last few years) is director of advertising and sales promotion; F. L. Wiethoff, right (Rockne and Willys-Overland), is assistant to L. G. Peed, general sales manager, and Ross Williams, center, recently De Soto's St. Louis manager, "Plymouth supervisor for the De Soto division of the Chrysler Corporation."



BY

W. T. PALMER

General Sales Manager,  
Schenley Distillers Corporation,  
New York City



Blackstone Studios

W. T. Palmer's attack on liquor marketing problems is particularly interesting because he has had no previous experience in the liquor industry. He has sold steel and soap and brake linings. He was the first American advertising manager for Lever Brothers; during his regime Lifebuoy was established in the United States and Lux and Rinso were launched. Later he organized a replacements division for Russell Manufacturing Company (Rusco), whose annual sales mounted to \$4,500,000 in twelve years.

# Sales Planning to Avoid "Gold Rush" Hysteria in Liquor

## *Schenley's New Challenge to Bootleggers*

Most widely bootlegged of all brands of whiskey, Schenley's "Golden Wedding" will come back into the market in December in a pilfer-proof-topped bottle, and a new type of label.

In November the company completed the ordering of 60,000,000 new whiskey and gin labels, to the accompaniment of a statement by Clifford Lyman, general purchasing agent, that "we intend to do everything in our power to enable the consumer after repeal to identify authentic, legitimate whiskey and gin as well as to make certain the collection of the tax by the Government on all whiskeys and other liquors.

"We believe," Mr. Lyman said further, "that we will successfully checkmate the illegal sale of fake Golden Wedding through new plans we have made for packaging and distribution. In addition to new labels, totally different from any previously used, we have added a pilfer-proof top to the bottle. A special water-marked wrapper also will be used, designating the Government inspected whiskey, that will be almost impossible to counterfeit with accuracy. I predict that if the consuming public is observant, no fake or illicit Golden Wedding whatever will be sold within six months after repeal."

**W**ITHIN the last few months we have had to build a sales and distributor organization from scratch. Our assets for this task were fourfold.

First, is the possession of about 25 per cent of the total U. S. supply of old whiskey in bonded warehouses. Second, is the 20,000,000 gallons yearly producing capacity of six distilleries—the old Quaker Company, James E. Pepper & Company, the Joseph F. Finch Company, George T. Stagg & Company, Schenley Distilling Company and the Henry Clic Company. Third, is the exclusive right to sell in this country many famous European brands, such as Barton and Guestier wines, Charles Heidsieck champagnes, Bacardi rums, Noilly Prat & Company French vermouth, and the original Dubonnet, through our subsidiary, the Schenley Wine and Spirit Import Corporation. And last, is the possession of such famous brand names as Golden Wedding, Old Stagg, O.F.C., Jas. E. Pepper, Sam Thompson, Gibson, Barbee, Greenbriar, Melvale and Monticello.

We determined to set up our sales plan on a quota and territorial basis following tested procedure common to other types of business. We are considering our products as grocery lines and have used, therefore, the wholesale grocery territories mapped by the Department of Commerce. On the basis of these territories, we have plotted the factors which determine our quotas. First, was the per capita consumption of alcoholic beverages prior to prohibition. We have tempered these figures with two factors, one of which is the local wet senti-

ment as revealed by the *Literary Digest* poll, and the other, the total per capita retail purchasing power by counties.

Translating these figures into the 182 wholesale trading areas, we have our quotas, area against area. To translate these into tangible sales volume we have figured thus: Our present supply of 25 per cent of the old whiskey available, plus our distillery capacity of almost twenty million gallons yearly, leads us to believe that we ought to get about one-quarter of the total domestic liquor business done in the United States, once the industry settles down into regular production.

With our quotas set, the next problem was the selection of distributors. Because different states have different liquor distribution laws, we have not limited ourselves to one type of distribution, but have negotiated with wholesale drug and grocery houses, hotel supply companies, non-alcoholic beverage distributors and tobacco distributors. Primary requirements were credit, size, merchandising ability. We turned down a great many people who had money but no experience, and investment bankers who wanted to float issues on the basis of distribution contracts with us.

A map we prepared shows quickly how the distribution picture is complicated by the variety of liquor laws in the wet states. State governments in many cases are completely at sea on taxes and on methods and types of liquor distribution. Moreover, there will be a topheavy rush of orders in the beginning. Consequently, contracts with distributors have to be written carefully. Purchase orders



from customers contain the following specification: "This order shall become effective upon the approval of the general sales manager, if, as, and when the Eighteenth Amendment to the Constitution of the United States is repealed and the general sale of the aforesaid beverages is legalized at the place where the buyer conducts business. In addition to the aforesaid prices, the buyer shall pay or reimburse the seller any other or additional taxes which may be imposed, and the aforesaid prices shall be deemed increased to the extent thereof.

"... The seller does not agree to make delivery at any particular time. It reserves the right to deliver ratably to all of its customers, proportionate to its production, or to fill orders in the order received. Should it be unable for any reason to complete this order in full, any instalment or proportion of the order as it is able to deliver shall be accepted by the buyer. Deliveries shall be subject to limit of credit determinable by the seller at any time." The purchase order also has a clause protecting us in case of grain price inflation.

While at the present moment buyers are coming to us, we realize that we must build now for the real heavy selling job of the near future, after the present excitement has died down, and many of the flash-in-the-pan brands have been pushed out of business. Toward this end and to help present distributors get off on the right foot, we are developing two missionary sales organizations, made up of the separate sales organizations of our individual companies.

One group covers the retail trade to see that the retailer is merchandising properly, and is using window displays, counter cards and novelties of all kinds.\* The other force calls on the hotel trade to push our brands and to see that the customer's staff gets the best use out of our products at the bar, and in the dining room as well as in the kitchen, where liquors serve in cooking. The model for this type of service is our bar in our New York City building, where local customers are sending their staffs to be trained by an experienced bartender and capable chef.

The main promotional support of the retail missionary man is his sales portfolio. This contains a full catalog of the newspaper advertisements, and dealer help promotion material, which is to be sold to the retailer by

\* According to the New York State Liquor Commission's rulings, advertising in the store is not permissible. However, the Commission's rulings are temporary until April 1, 1934, when the State Legislature must pass the final law.



In case they run across any sick penguins, Admiral Byrd's Antarctic expeditioners fortified the "Jacob Ruppert" with a goodly medicinal supply of Golden Wedding and other Schenley products before their seven-league trek to the bottom of the world. Medical Officer Shirey of the Byrd crew tests some samples at Sales Manager Palmer's desk before departure.

About all the liquor folks have inherited from the old liquor era is a realization that almost every selling method previously used is wrong—wrong from the standpoint of its social effect, and wrong from the standpoint of efficient marketing standards. Thus they have two major problems: that of developing, from scratch, a selling plan which will function profitably under current market conditions, and that of accomplishing this end without raising a storm of criticism from the great mass of people who earnestly desire good taste and reasonable temperance in drinking.

the distributor or by the missionary man. Novelties such as trick corkscrews and glasses are expected to have large sale and serve as excellent local tie-up merchandising. Signs form a large part of the dealer help material.

To help train the distributors' salesmen we have prepared two motion pictures. One deals with the distillation of our products. The other concerns their proper merchandising. Salesmen of our subsidiary companies are being issued copies of this film and are starting out on a tour of distributor's offices to show it at salesmen's meetings.

To reap the full benefit of this thorough promotion we are preparing a series of newspaper advertisements to be used as local distribution and laws permit. As soon as we sign up a distributor, mats are sent with hold orders to a selected newspaper list in his territory. As our traffic manager ships our products to this distributor, these advertisements are released for publication. We pay for all of this advertising and spend in ratio to the size of the market, and the amount of our product shipped to the distributor. In return for this, the distributor is

(Continued on page 561)

## Contributing to this Discussion:

N. R. ANDRUS  
*Assistant to Sales Manager*  
Norton Door Closing Co.,  
Chicago, Illinois

J. C. KRALL  
Craftex Company,  
Boston, Massachusetts

N. J. DIETZ  
*Director of Sales,*  
Virginia Sweet Foods, Inc.,  
Indianapolis, Indiana

W. P. SNOW  
*General Sales Manager,*  
Globe Ticket Co.,  
Philadelphia, Pennsylvania

E. E. O'NEILL  
*Sales Manager,*  
*Fire Protection Equipment Division,*  
American-LaFrance and Foamite Industries, Inc.,  
Elmira, New York

# How 13 Firms Head Off

By J. C. Krall  
*Craftex Company,*  
*Boston, Massachusetts*

Where more than one salesman work on an account, our procedure is as follows:

If two or more men work on an account, the commission is split. If a sale of goods is made at one point for shipment into another man's territory and the second man has had nothing whatever to do with the sale, the first man gets entire credit. If the sale develops into an account requiring activity on the part of the man in the territory where shipment is made, he gets commission on future sales. Commissions are split evenly. If a man is on salary basis, and the above situation occurs, the proper proportion (depending on the number of men involved) of the sale is credited to his territory, and the commission man gets the same rate of commission as though both were on commission.

By K. M. Henderson  
*Vice-Pres. and Gen. Sales Mgr.,*  
*Ditto, Incorporated,*  
*Chicago, Illinois*

Division of commissions can be a source of constant irritation unless a policy is definitely fixed and rigidly adhered to. We long ago adopted standard practice covering this subject, which, though perhaps arbitrary in some instances, is recognized and rarely questioned.

Our business consists primarily in the sale of equipment and supplies. Commission is given to the territory into which the machines or supplies are shipped, which territory is responsible for service and upkeep. If a machine is ordered at one point for shipment into another territory, one-

Nothing will throw a salesman "off his feed" more quickly than failure on the part of the house to give him full and just credit for business which he helps to bring in. That is the reason why it is absolutely necessary to find a way to make an equitable settlement of credits in cases where two or more men have worked on one order. With distribution complicated as it is today by central buying organizations, chain and voluntary chain groups, etc., it is often hard to frame a set of rules based on territorial lines alone. Here a group of sales managers summarize their policies for handling this important compensation problem.

fourth of the commission goes to the salesman obtaining the signed order or contract and three-fourths to the salesman into whose territory the machine is shipped.

The obvious weakness in this procedure is that it discourages cooperation and assistance, as it involves a commission split. No other procedure, however, seems to be satisfactory.

In the matter of supplies—in order to receive a transfer of commission on supplies transferred from one territory

to another, it is necessary to request such a transfer within 90 days of the receipt of such supplies in the territory claiming credit. Proper evidence of receipt in the form of identifying symbols, signed copy of requisition or other adequate proof of delivery must accompany the request. If transfer is proved, three-fourths commission goes to the territory into which the supplies were shipped and one-fourth remains with the salesman to whom the supplies were originally delivered.

When a salesman gives direct assistance at the request of another salesman, the company, or the customer, in selling a machine outside his territory, he receives one-fourth commission on the sale, three-fourths going to the salesman into whose territory the machine is shipped and installed. In this case it is not necessary for the salesman rendering assistance to secure the signed order. Written proof of such direct assistance must be submitted.

When any machine is transferred from a customer's office in one salesman's territory and installed permanently in another salesman's territory within 60 days of the date of billing of the machine, three-fourths of the credit is transferred to the territory into which the machine was transferred.

If a customer transfers an old machine to one of its branches or subsidiaries to fill a request for a machine on the part of the branch or subsidiary and within 60 days purchases a new machine to take the place of the one transferred, three-fourths credit is transferred to the salesman into whose territory the old machine was transferred. This, of course, is designed to prevent the substitution of old equipment on branch requisitions.



G. A. LAVALLEE  
*Vice Pres. and General Sales Manager,  
Marietta Paint & Color Co.,  
Marietta, Ohio*

L. G. MATTHEWS  
*General Sales Manager,  
Sealed Power Corporation,  
Muskegon, Michigan*

W. I. COLE  
*Vice Pres. and General Sales Manager,  
Owens-Illinois Pacific Coast Co.,  
San Francisco, California*

R. E. ATHA  
*Sales Manager,  
J. A. Folger & Co.,  
Kansas City, Missouri*

O. W. ALBAUGH  
*Vice Pres. in Charge of Sales  
McCaskey Register Co.,  
Alliance, Ohio*

A. C. OSBORN  
*General Sales Manager  
U. S. Printing & Lithograph Co.,  
Cincinnati, Ohio*

L. J. STEFFEN  
*Vice Pres. and General Manager  
Hough Shade Corporation,  
Janesville, Wisconsin*

K. M. HENDERSON  
*Vice Pres. and General Sales Manager  
Ditto, Incorporated,  
Chicago, Illinois*

# ff Split Commission Scraps

By L. J. Steffen

*Vice-President and General Manager,  
Hough Shade Corporation,  
Janesville, Wisconsin*

In paragraph 14 of our formal contract with our salesmen, quoted below, you will find described our policy on split commissions:

## 14. Division of Credit

"Some of the large firms in the country divide purchasing authority between their branches and home offices. This, at times, makes it necessary for a representative of one territory to cooperate with the representative of another, in order to get the final O. K. on a purchase order.

"When this condition exists, commissions or credit for the sale will be divided as follows:

Point of requisition—one-third.

Point of installation or shipment—one-third.

Point of formal order—one-third.

"The same basis for the division of credit will apply when installations are made in, or requisitions emanate from, open territory, in which case the House account will be credited with the proper proportion of such sale."

By W. I. Cole

*Vice-Pres. and Gen. Sales Mgr.,  
Owens-Illinois Pacific Coast Company,  
San Francisco, California*

The problem of making an equitable settlement in cases of split commissions has given us a great deal of trouble. For instance, one of our territories, Seattle, Washington, contains a customer who has a branch in Portland, Oregon. All billing for this company is made to Seattle regardless of where the goods are shipped.

Our Portland man has to spend con-



Photo by Ewing Galloway

siderable time servicing this account, taking care of complaints, etc., and naturally felt at first that he was entitled to credit for any merchandise shipped into his territory.

We finally ruled that credit would be given to the territory where the goods are billed. We find, over our entire operation, that this is quite equitable, because there are similar cases in all our territories, and by the end of the year they largely equalize.

By E. E. O'Neill

*Sales Manager,  
Fire Protection Equipment Division,  
American-LaFrance and Foamite  
Industries, Inc.,  
Elmira, New York*

We have been operating our sales force for a number of years on a straight commission basis, and, while we have had a few unpleasant incidents develop regarding the dividing of commission, still, generally speaking, our plan has worked very satisfactorily.

(1) We allow exclusive sales rights either on our entire Fire Protection line or on certain parts of it in a stipulated territory.

(2) We protect and maintain a salesman in the territory just so long as he follows our sales policies and properly represents our interests.

(3) Our sales policy with respect to commissions provided that:

(a) Point of purchase and point of delivery are the principal determining factors. Therefore, if the salesman in Territory "A" receives an order from a customer in Territory "A" calling for delivery in Territory "A," he receives full sales commission credit.

(b) If an order is placed in Territory "A" but calls for delivery into Territory "B," then the sales and commission credit is divided equally between Territory "A" and Territory "B".

Very frequently in the conduct of our business it is necessary for the salesman in Territory "B" to start a requisition which ultimately becomes an order in Territory "A". However, since it is not always necessary for the purchasing department to purchase the particular make of material specified



on the requisition, and since in many cases the purchasing department has considerable latitude in making its selection from an approved list of various manufacturers' products, considerable selling may be necessary on the part of Salesman "A" to convert the requisition into an order for our products.

You will see, therefore, that both salesmen play an equal part in making the sale. We have found, by educating Salesman "A" to the fact that a large number of his sales possibilities depend upon the work of Salesman "B" and by educating Salesman "B" to understanding that even though he has succeeded in starting a requisition for equipment, a great deal depends upon the ability of Salesman "A" to convert it into an order, that we have eliminated practically all difficulty.

We have also a third point involved, namely, "C". For example, the material may be purchased in Territory "A" calling for delivery into Territory "B," but the engineering department or the safety department of the customer may be located in Territory "C" and we may need the approval of Point "C" before the purchase can be made. That is, we may need Point "C's" approval in order to have our equipment put on the customer's approved list. In such a case the sale is divided equally between territories "A" and "B," but the commission is divided as follows: "A" 40 per cent, "B" 40 per cent, "C" 20 per cent.

#### By N. J. Dietz

*Director of Sales,  
Virginia Sweet Foods, Inc.,  
Indianapolis, Indiana*

We have 97 food brokers, 3 supervisors and 12 retail men, equipped with trucks. The question of split credits and commissions comes up with all three divisions of our selling force, and it is settled according to the following plan:

(1) National chain store business—we pay brokerage at point where delivery is made, regardless of point of sale.

(2) Buying agencies—broker at buying point receives half brokerage on sale; broker who gets directions against contract, the other half.

(3) Resale orders (that is, where detail men sell merchandise through jobbers in another man's territory)—seller gets moral credit only; salesman at jobbing point gets physical delivery credit. Over a specified time these inter-territory orders balance.

(4) House sales or house accounts—no commission to anyone. Commission is figured and credited against office selling cost.

#### By G. A. LaVallee

*Vice-Pres. and Gen. Sales Mgr.,  
Marietta Paint & Color Company,  
Marietta, Ohio*

Split commission claims do not often arise in our organization. However, when they do they are handled in the following manner:

Suppose, for instance, that our representative in Washington took an order from a contractor there, and the material was to be used on a job in Indianapolis, where another man would have to service it. In a case like this the man in Washington would get the commission on the initial order, if this order were for only part of what the entire job was going to consume. If, however, the first order was the only one to be secured, the commission would be divided between the man having the territory where the order was secured and the man having the territory where the goods were to be used.

#### By A. C. Osborn

*General Sales Manager,  
U. S. Printing & Lithograph Co.,  
Cincinnati, Ohio*

When two salesmen work on an order, we split the commission and try to do it in a fair way. That, I should think, is all there is to the matter.

Let us suppose, for example, that a customer of one of our Chicago salesmen should be in New York, and, while there, should place an order with one of our New York salesmen. In such a case we would split the commission 50-50 or 60-40 or some other percentage which we considered fair according to the circumstances.

I don't see why any sales director should have any trouble with split commissions, provided that he follows the principle that where more than one salesman works on an order, each is entitled to a fair percentage of the credit.

#### By L. G. Matthews

*General Sales Manager,  
Sealed Power Corporation,  
Muskegon, Michigan*

We run into split commission problems more particularly where a wholesale house has branches in a territory covered by a different man in our organization from the one who contacts the main office. Our general policy is to credit the commission to the man in whose territory the shipment is made. Whenever branch houses receive shipments direct from us, there is no difficulty at all, of course, for we keep separate records in all such instances.

The only time there is any conflict at all is where branch houses are served out of the main store stock. In such cases, if the volume warrants it, we endeavor to secure an advice from the customer as to how much is shipped to the branch or branches in another territory. If this information cannot be fairly easily secured, or if the volume would appear not to warrant the attempt to get it, the man having the territory in which the main office is located gets credit for the full amount of the business.

All cases of this sort are troublesome, of course, and we simply try to make the best of them. We did have one case in which the issue was important, and we simply got the two men into agreement as to the probable amount of business being done in branches located in one territory and each month arbitrarily credited a certain percentage of the total business to each man.

#### By W. P. Snow

*General Sales Manager,  
Globe Ticket Company,  
Philadelphia*

Generally speaking, credit for the sale of goods by any of our men is given to the territory paying the account. For instance, one of our customers is a chain of moving picture theatres with headquarters in New York City but with theatres in eight or nine different states. Regardless of the fact that our local salesman may occasionally pick up an order from this circuit, nevertheless the bills go to the New York office and are paid from there, so our New York territory gets the credit and the bonus if sales go above quota.

This particular problem has given us considerable concern in the past, but gradually we sold our men the idea that the credit for sales must be given to the office where the invoices go. We have, however, found it necessary in one or two cases where such a procedure would be absolutely unjust, to make a special exception, and give the salesman selling the order full credit.

Summed up, I suppose our policy is that except in a few specific instances we disregard the ultimate destination of the goods, being concerned only with the office receiving the invoice.

Perhaps our compensation policy may have some bearing on our decision, because we pay our men salaries ranging from \$200 to \$350 a month, plus expenses, and if their sales exceed a quota established at the first of the year, they are entitled to a graduated commission on sales in excess of quota.

*(Continued on page 562)*

# Fresh Selling Slants That Are Making Marketing News



They call her their "Silent Sales-girl," but she's making a big noise in the sales department at the Pepperell offices. Requests for displays are 96 per cent ahead of requests for the same period last year. The engaging lady is given much credit on her own account; second explanation of her popularity is that the increase in retail prices has made it necessary for retailers to use all ingenuity possible in promoting goods.

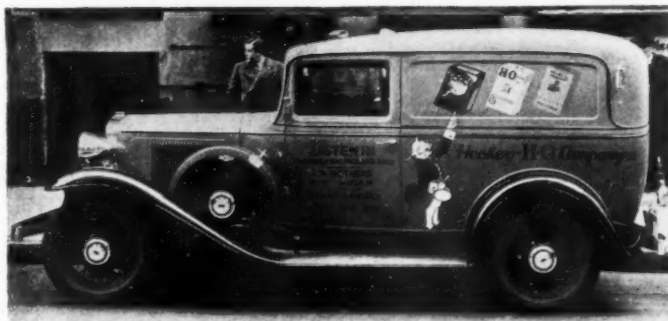


Somehow we wished O. Henry's famed "Pete" (he who was erstwhile called "Lovey" in "Memoirs of a Yellow Dog") could have written the caption to this picture of Johnson & Johnson's new package and display for dog soap. We're sure he would wittily have expressed gratitude that at least one manufacturer was helping to hasten a Hound's Emancipation Day, when fleas shall have been conquered at last and all a dog's time left to the delightful task of chasing cats.

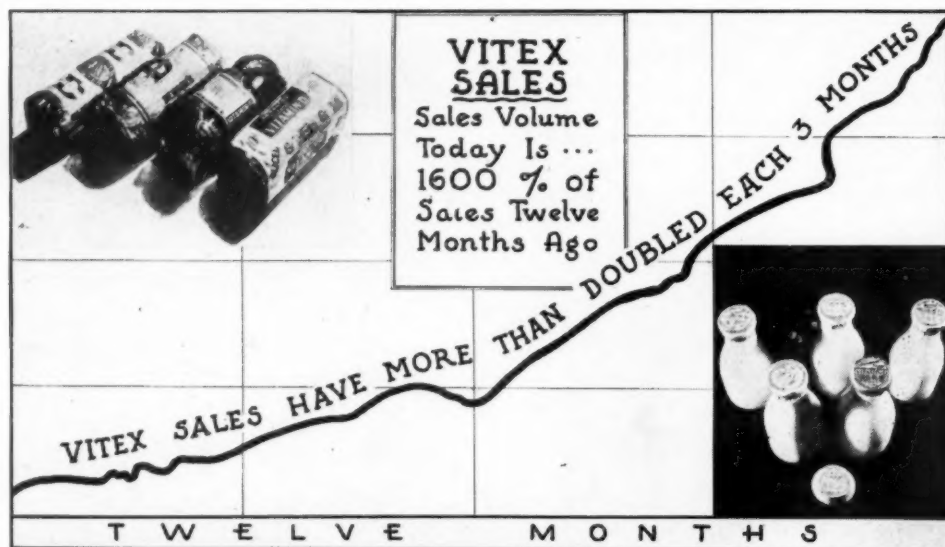


A gentleman from LaGrange, Illinois, wrote us several weeks ago dogmatically averring that beautiful women—and beautiful legs—do not sell goods . . . oh well, probably he's an old grouch. In case you haven't read the placards in this new window display, it's shoe cream that's being advertised.

(Below) Nursing bottles were just another expense connected with Blessed Events until Pyrex toggled them out in pink and blue and silver and swathed them in Cellophane. Now aunts and uncles who can never seem to think of anything but booties, find a painless way out by making their gift lovely though practical.



Sunny Jim a-wheel helps to gather audiences for Hecker H-O's radio programs. A fleet of eight trucks which distribute Hecker products in the New York territory, publicize the Presto cake flour program for Mother, and the Sunny Jim Hour for youngsters.



## Vitex Puts Profit in Staples for Bakers and Milk Men

**V**ITEX vitamin D licenses are now enabling 100 companies in those most standardized and competitive industries of bread and milk to turn some of their staples into "specialties," to have something new to talk about and additional values to sell—and to profit proportionately.

Developed by Dr. Theodore F. Zucker of Columbia University College of Physicians and Surgeons, owned by Columbia and being marketed wholly through National Oil Products Company, Harrison, New Jersey, Vitex is a process of extracting vitamin D from cod-liver oil. D is known as the anti-richtic or "sunshine" vitamin. The extract, explains Dr. C. I. Post, manager of National Oil's Vitex department, "is 1,000 times more potent than the original oil, and is easily incorporated in foods without imparting a fishy taste or odor."

### 100% Sales Increase Quarterly

Introduced commercially last year with the cooperation of Sheldon, Morse, Hutchins & Easton, merchandising counselors, sales of Vitex, Dr. Post points out, have increased more than 100 per cent in each succeeding quarter.

Probably the most important part of the job, however, has not been to obtain licensees, but to aid them in making the most of the strategic ad-

vantages which the process provides.

"Ours is a painstaking educational and cooperative program," Dr. Post emphasizes.

"Bread and milk have been such basic and universal foods for so many centuries that their generic advantages go without saying. But their producers can still say little of their products besides 'purity' and 'health.' Whatever sales and profit progress some have made has been usually on the basis of service or price. With consumers generally assuming one loaf or one quart to be 'just as good' as any other in the same price range, special sales advantages are difficult to maintain. The limited capacity of the human stomach and the increasing competition of other foods have nullified the effects of eat-more-bread and drink-more-milk programs.

### New Life for Small Firms

"The realization that almost every member of the *genus homo* probably will be consuming bread and milk in one form or another every day till Judgment Day is scant consolation to most individual bakers and dairymen. With their industries already overcrowded, they have had to face the competition in recent years of tremendous combinations. Chain bakeries and bakeries owned or controlled by chain store interests have made the independent baker's lot a hard one. And dairymen have faced the competition

of national concerns, with assets of \$200,000,000 and more, and usually with more efficient methods of production, distribution and advertising.

"Then, National Oil started to issue Vitex franchises to independent companies in these industries.

"To be sure, it would be giving Vitex far too much credit to suggest that already it has made the world safe for independents. And, certainly, we have not already altered fundamental merchandising trends.

"But almost without exception the process and the plan behind it have been important factors in giving our licensees a new lease on life. Generally, the licensees are increasing their sales, often in the face of direct competition from much larger and better equipped companies. And charging a maximum premium of one cent a loaf on Vitex bread and two cents a quart for Vitex milk, many of them have been able to rise out of the price-ruck and to make a reasonable profit.

### Lessons on Vitamin D

"The actual cost of the process to them—introducing in each quart of milk, for example, 150 units of vitamin D or the equivalent of 2½ teaspoonfuls of cod-liver oil—is less than one cent in milk and only a fraction of a cent in bread. This provides them with more money for profit, and more for advertising."



National Oil urges the licensees to advertise and otherwise to increase the demand for their Vitex products in their markets. But we also set the example for them. Vitex is being advertised in trade papers reaching bakers and dairymen, and in a once-a-week program over the CBS network. In this program the local announcer brings in the name of the local bread and milk Vitex licensees. Then we provide newspaper matrices for licensee use and a lot of other material—the most important of which are detailed suggestions based on experience, as to how to merchandise Vitex effectively.

"Realizing the difficulty of conveying to dealers and their salesmen the full details of the somewhat complex technical phases of the use of Vitex in foods, however, we have been holding for groups of them a series of four-day 'courses' at the plant in Harrison. The Vitamin D Institute is divided into three phases—technical problems, merchandising plans and discussion. It enables small groups of men to consider problems common to all, and it eliminates much correspondence, considerable travel by headquarters men, and some misunderstanding.

"Technical subjects include vitamins in nutrition, the special position of vitamin D, the need for supplementary sources of vitamin D in the United States and means being employed to provide it, medical and public health aspects of vitamin D in foods, and the manufacture and applications of Vitex.

### Promotion by Dealers

"Commercial sessions cover training salesmen to handle the new product, educating dealers and consumers, local advertising and publicity, and capitalizing on national advertising.

"At the close of each meeting of the Institute a portfolio is prepared to cover the needs of each licensee—covering promotion plans and merchandising material. Later, merchandising representatives visit each licensee to assist in the development of the plans.

"The merchandising approach to milk prospects, of course, is different from that to bread prospects, but the results gained are similar. Both groups of companies seek through this means to win more volume and profits, and to add to their prestige through their exclusive use of the process in their localities. The bakers, however, usually apply it only to one of their loaves. We suggest that they wrap this loaf in Cellophane with 'natural vitamin D' emphasized on it. (The cost of Vitex, incidentally, is less than that of the Cellophane.) The angle of winning dealer approval also is a factor here.

"Milk companies point out that Vitex is the 'most revolutionary change since Pasteurization.' Indeed, from their standpoint it may be an even more revolutionary change. Providing the essential vitamin in which milk is deficient, it becomes a positive nutritional theme. 'Vitamin D' on bottle caps identifies the product.

### Professional Approval Helps

"The use and promotion of Vitex by licensees, however, requires thorough familiarity with the product. The amount incorporated in the product must be carefully measured. What is said about it must be medically sound. For this reason we urge licensees to use newspaper copy and other materials supplied by us. About 90 per cent of them now use our newspaper copy. The remaining copy must be approved by us before publication.

"Publicity given the advantages of the process in addresses and articles by health authorities which have appeared in leading newspapers and magazines also are adapted locally. The approval of the committee on foods of the American Medical Association, of the Detroit Department of Health and other organizations, carries weight in Worcester and Wilkes-Barre.

"One of the first steps in a licensee's program is to inform the local doctors about the process.

Though we do not try to sell the doctors, we realize that their knowledge of the process and their respect for it are essential to a public understanding of the need for vitamin D products. The educational work which we do with the heads and the salesmen of licensee companies, at our plant and by mail, is projected locally. Milk drivers, for instance, attend a lecture and the showing of a film on the process before they talk with their customers and prospects about it. Often a local program opens with a dinner to Dr. Bion R. East, technical consultant to National Oil Products, and other authorities—followed by meetings with women's clubs, parent-teacher associations and other local bodies. Thus each local program is given a strong basis of consumer interest before the actual advertising campaign gets under way."

Though there are still some wide gaps between licensees, both for bread and milk, Dr. Post admits, and the necessity of careful selection and training of licensees interferes with the rapid nation-wide extension of Vitex, considerable progress is being made. The number of licensees, for instance, has been doubled in the last six months. The sale of vitamin D products has increased more than 100 per cent in each quarter since the department was organized. The bakers and dairymen are learning how to use this exclusive advantage in building prestige and profits.

### Sales Have Soared

Dr. Post shows some typical sales increases. One baker, in Newark and Asbury Park, New Jersey, sold 14.5 loaves of vitamin D bread a route a day the first month, 72 loaves the fifth month, and more than 100 the eleventh. A Lincoln, Nebraska, baker sold 90 loaves a route a day the first month, and 145 the second. And in almost every case the new business comes from new customers.

With one exception, dairymen do  
(Continued on page 549)

Based on an interview by

LAWRENCE M.

HUGHES

with

H. A. MORSE

Sheldon, Morse, Hutchins  
and Easton,  
New York City

and

DR. C. I. POST

Manager, Vitex Department,  
National Oil Products  
Company,  
Harrison, New Jersey

Find a way to help staples manufacturers to lift their products above competition, and you have found a profitable business. Vitex is successfully marketing its Vitamin D process by showing bread and milk distributors a way to add a specialty appeal and thus widen the margin between cost and selling price.

# The Spot-Light on Washington

## Contacting the Capitol



Visiting Washington now-a-days, one quickly observes that the New Deal is a Great Deal for the Washington hotels. After tramping around the long halls of the most important governmental buildings—and it is a long, long trail—one cannot escape the feeling that the patriots who have come from all parts of the land to help put over recovery are beginning to show the strain of overwork. While the rest of the country is settling back to shorter working weeks, these men in Washington have been working overtime so extensively and continuously that only their sense of patriotism could possibly enable them to keep up the nerve-consuming and body-consuming pace.

This reporting of the state of health of the people in Washington may not sound like important news. But it is. And unless fresh reserves of equal stamina and enthusiasm are brought into the ranks, the weight of the load will wear down at an accelerated pace the human forces struggling for recovery. The effect of this "tiring" phase will very likely manifest itself in a slowing down of the almost superhuman endeavor to reform everything and everybody on an overnight basis. In other words, the process of arriving at perfection in all matters pertaining to business and human intercourse will assume a more step-by-step character and less "do it

all at once" attitude. It may well be that this slowing down tendency will enable NRA to evolve temperately along those lines where it has accomplished and can accomplish much good.

## NRA Becoming Subordinated

Current indications, it seems, are not for the disappearance of NRA but rather for a shifting from the lime-light to where the lights are more subdued. By the time Congress opens, the critics outside of Washington and the politicians in Washington will very probably find NRA is no longer an issue of major proportions, and insofar as personalities are concerned it looks like the stage is set for not a few, but a *bunch* of new faces whose personal record in the service will have to lengthen in point of time before "sniping" or "torying" can hit a hot and heavy stride. Meanwhile business men can accept it as a *fact* that the limitations to NRA have become quite as apparent in Washington as outside, but "limitations" should not be confused with the thought of "elimination." The two things are entirely different and, after all is said and done, the idea of elimination has only minority acceptance in either governmental or business circles.

## Professors Not All Together

The various press allusions to brain trusts and professorial theorists have

created a rather unique situation in Washington. In the first place, the many lieutenants of the New Deal who have been "commandeered" from business and financial posts resent being herded under any tent with the so-called theorists. In the second place, there is nothing even approaching cohesion of viewpoint among the professorial element itself. The theories and the beliefs of many of the educators vary as widely as day and night. The recent difference of belief on the part of Professor Sprague and the Doctors Warren and Pearson, as regards monetary policies, is but a case in point which has been publicly aired. But the widespread differences of opinion on many, many subjects leave no doubt but that business men (in order to be fair) should consider professors in Washington on an individual basis and not as is so often done on the basis of a composite element.

## Leadership of the Captain

In the same manner that a successful football team is often built around one member of the team, such as the fullback, the quarter, or perhaps a Grange at half, it is becoming increasingly evident that the Roosevelt teamwork is built around the President himself. He is the "pep-up" man, the signal caller, the stoic who can "take it," the fighter with courage, and the star performer all rolled into one. Indeed, his importance from a morale standpoint is so great that he can't



Q New occupants of the high places in Times Square: "Toothpaste Corner," long possessed by Pepsodent's swinging maiden, is now a-light with Squibb's familiar trademark and an electric sun which turns night into dazzling day for the millions who pass at the "cross-roads of the world."



take time out. He has to stay in the game to keep the team going, fighting its way all the way against the team led by the ghastly ghoul known as Depression. No one can contact Washington without perceiving the dominating leadership of Roosevelt. He has built a team around him whose enthusiasm for and loyalty to Roosevelt, the man, often exceeds their faith in certain of the New Deal policies. That is leadership. But it presages a tremendous load on "the captain" when Congress opens and he has to take the major load on one pair of shoulders and at a time when not only he but also most of his team-mates are pretty well worn down by the hard schedule the team has been playing every day since last March. Meanwhile, the faith of many Roosevelt followers in the ability and astuteness of their leader is so great that even when they think he is wrong, they think he is being temporarily wrong for a definite purpose.

### Getting at the Facts

A matter worthy of mention is the intensive desire of the Roosevelt administration to get continually at the facts of the case. The amount of statistical and research work which is going on all the time not only transcends anything Washington has ever seen hitherto, but it puts governmental leaders in a position of great advantage in their discussions about and consideration of many problems. Whoever goes to Washington these days should be sure he is equipped with facts and not with bunk, and *current facts at that*. Otherwise he is almost certain to be outclassed when it comes to factual information. Also in this connection, Roosevelt has blast-

ed away all the old dogmas about duplication and segregation of statistical effort. There has been a real overhauling of statistical effort in each division of government, and there has been a centralization of statistical effort superimposed over all divisions of government which is without previous precedent and which bids fair to prove a source of factual guidance of great, if not inestimable, value to this and succeeding administrations. How much of the data collected for governmental purposes will be released to business and the public remains to be seen. At present there seems to be some tendency to be close-mouthed, but with Congress about to open, perhaps the political strategy of this policy is not so incomprehensible.

### Priming the Pump

The Civil Works Administration is a major emergency force not only for providing jobs and relieving human distress but also for priming the business pump, and this seems to be one Washington move which has not been overly ballyhooed. As contrasted with the Public Works Administration which has moved very slowly, the CWA is pouring out a large volume of money and cutting red tape and detail which would cause delay. This may result in a certain amount of squawking about graft and political favoritism but, on the other hand, it may provide enough of a support to business to create confidence and react favorably on government credit.

### Poets Want a Code

On November 15, Earl A. Cuevas of Washington, president of the Poet-

Laureate League, filed a code for the "industry." The code asked for maximum hours of thirty-five hours a week and a minimum wage of \$100 for journeymen poets and a minimum of \$200 a week for the scribes of syndicated rhymes.

"The contention commonly subscribed to by unthinking people is that poetry should be written for its beauty and art alone," says a statement accompanying the code. "If poets were gods instead of merely being the songs of gods, it would be quite possible for them to ply their art while they subsisted on star dust and drank the dregs of praise and applause, but being quite human and subject to the common wants of men, they must eat."

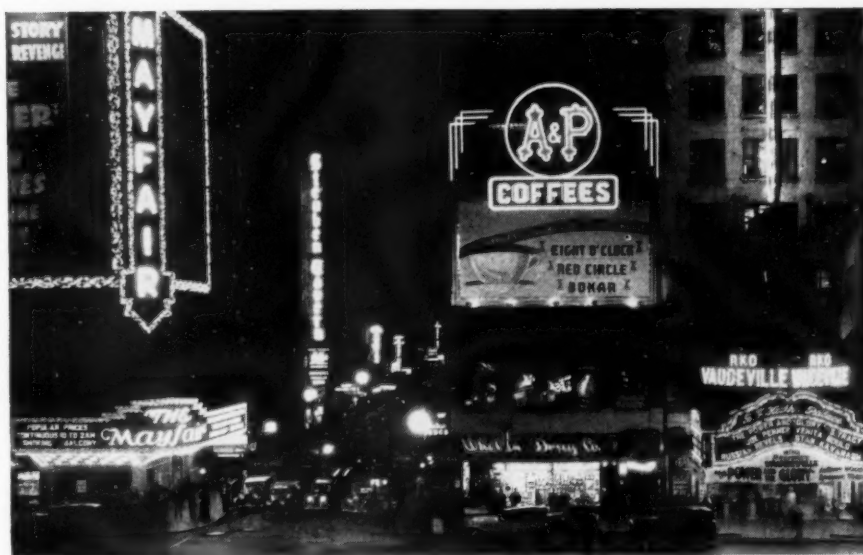
### Magna Charta

Malcolm Muir, president of McGraw-Hill Publishing Company, and now serving as NRA Administrator, stated before the American Arbitration Association recently: "NRA is the great opportunity for which business leaders have been asking. When the early wave of popularity of NRA is forgotten and the pain of overoptimistic hopes never realized is gone, I believe history will record this act as the Magna Charta of modern enlightened business conduct under a better balanced capitalistic system."

### Enforcement Machinery

A big fight is going on between the proponents of centralization and decentralization of enforcement machinery with most of the theorists favoring enforcement under a nation-wide system of compliance offices under the  
(Continued on page 558)

¶ The leading private brands of coffee have invaded Times Square to compete with the long-established Maxwell House Colonel. Gawking spectators speculate nightly on what makes the cup steam. Answer: it is steam. More than 25,000 pounds monthly are piped to the sign by a NY commercial steam company.





# Heater Redesign Jumps Sales 400% for American Gas Machine



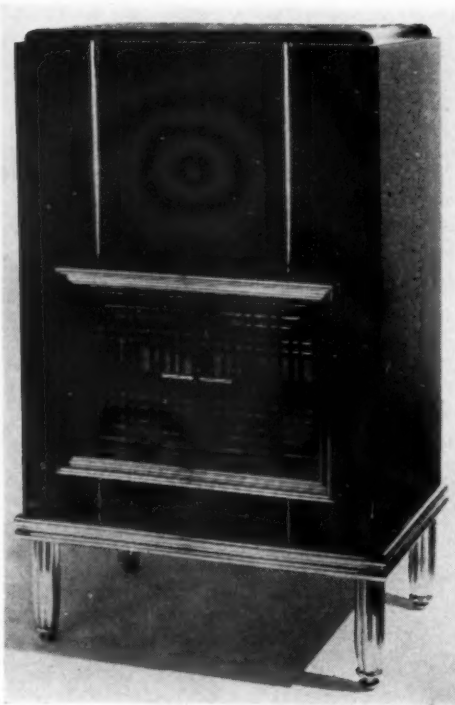
Before—

The utter simplicity of the design ideas which lifted this heater out of competition and achieved a remarkable increase in sales at a minimum increase in expense is the point which should interest many manufacturers in other fields. Profitable redesign need not necessarily be a revolutionary process involving sky-high expenditures. See article for detailed explanation.

**B**Y the redesign and restyling of our American oil burning heaters we have been able to obtain almost 25 per cent more of a higher type of dealer outlet which had refused our line before. Also, we have been able to sell over 400 per cent more heaters of the redesigned model this year than we sold the whole of last year.

To understand the full import of this increase, consider the state of the market and the circumstances under which we entered it more than a year ago. For many years we have manufactured a full line of oil and gasoline stoves and lamps, notably our Kampkook and Kitchenkook brands. A large share of our volume went to the camping market. This seasonability meant that during the summer and

The potency of a smartly designed product—even though that product may be a utility article which many do not traditionally think of in style terms—in crashing the better type of department store and other retail outlets, is aptly demonstrated here.



and After

fall our sales force had no major line to sell for fall and winter release through dealers. We searched around for a product suited to our production set-up, yet one which would have its major selling activity during the summer and fall. The oil burning heater (often called a space heater or circulator) was the answer. This heater serves in the living room or other rooms to replace coal and wood stoves.

So we developed an oil burning heater, in a blue flame and sun flame model, which we believed engineeringly superior to anything on the market. We had been so engrossed in making its mechanism of advanced design that we were content to follow the traditions of the industry in its outer appearance.

Over a year ago we introduced this

line to our trade, which included hardware stores and a few smaller furniture and department stores, as well as plumbing-heating dealers and exclusive oil burner dealers.

When it came time to consider the model for the new season, for which we contemplated radical engineering improvements, our advertising agency, N. W. Ayer & Son, felt that the heater's appearance rather belied its engineering advantages. So through our agency we turned to Walter Dorwin Teague to redesign and restyle the line. After a study of our product, our production facilities, our market and our competition, he made two basic recommendations.

First, he suggested that we break the tradition of the industry of trying to imitate a wood finish on the sheet steel surface of the heater and make the new design develop solely out of the function the heater is to perform. It was absurd, he felt, to disguise a steel firebox to make it look like wood and thus build a fire in a wooden cabinet.

Second, he suggested that its appearance should trade the product up and thus take it out of competition. Our new model is only about 12 per cent more expensive than the old, yet hundreds of times more impressive.

## Building a Look of Solidity

These recommendations were carried out in the new Teague model, which looks like a steel cabinet safe. This appearance of solidity was achieved in a few simple ways. The top is recessed, not overhung as in the old model where the thickness of the sheet steel was clearly revealed. All joints are eliminated, because these, too, revealed the thickness of the sheet. Instead of joints being placed at the corners, they are now brought around to the front of the heater and covered by a stock chromium-plated moulding.

The doors in the front are set in, to reveal the thickness of the walls. The legs are now cast full-rounded instead of being cast false. A knurled wheel, used in the bottom of each leg as a hand-operated leveling device, looks like an integral part of the design.

The old expensive vitreous enamel finish, which chipped and cracked easily, was replaced by the new dark brown damaskene finish which does not chip or crack and which forms a perfect background for the light and sparkle of the chromium-plated mouldings.

### Sales Plans and Sales Tools

The heater is sold on an exclusive franchise plan. Except in larger cities where distribution is shared by two or three dealers, most of our dealers have their cities to themselves. The dealer need not contract to buy a given number of heaters to hold this franchise. While we want as much business as we can secure, we realize the dealer must sell every heater at a profit. Further, we want to maintain our retail price, so we have found it more strategic to leave our franchise relations flexible.

The old model sold to the public in the middle west for \$83.50 and for a slightly higher price on the eastern and western seaboard. With our new design, the pot type sells for \$93 and the blue flame for \$98, representing a price increase of over 12 and 19 per cent, respectively. These prices are closely in line with competition, some of whose heaters sell for less, some more.

Because of the competitive advantage in the beauty of the new design, we were quick to change our sales appeal to feature this beauty and the prestige of the new heater's designer, both in our sales promotion campaign which introduced the new model and in the sales solicitations of our men. That the new design has taken the trade by storm and literally sells itself has been proved again and again in the last few months. One dealer, for instance, already carried five makes of oil burning heaters and was stocked up completely with each. Yet he took on the new heater because he "was afraid to let his competitor in town get the jump on him."

We used two trailers to demonstrate an actual model of the new heater. The sales made, when the dealers could actually see the heater, were far in excess of those made when they could judge it only from a photograph. Thus actual sales in the field taught us that even good photographs did not do the new heater justice. Then we made up small replicas of the heater for each

of our salesmen to use in the field. This replica model is large enough to show complete details of the heater, yet small enough for the salesman to take along with him in a special leather carrying case. Placed on the dealer's desk or show case, the replica gives an "in person" view and permits the dealer to feel the damaskene finish, see the bright contrast of the chromium-plated mouldings against this dull background, and realize the solid effect the heater creates with only a slight increase in price over the old model.

Other standard equipment for each salesman is a supply of dealer salesman manuals and dealer promotion material and ideas. Window streamers and local newspaper advertisements are available. Because the product is technical, we have prepared a complete sales manual for every one of the dealer's salesmen. This manual, forty-five pages in length, tells the whole story of the heater's technicalities. Moreover, it shows the dealer's salesman how to answer all stock objections about oil versus coal, cost of oil, etc. It even gives the salesman a word-for-word sales talk if he cares to use it.

### Tested Promotion for Dealers

Because of our past experience with stoves and heaters, we know that every dealer can move a real volume by outside selling. For instance, from March 4 to May 1 of this year we backed up our dealers' outside selling activity on our Kitchenkook line of stoves by national advertising, sales promotion, publicity stunts, window trims, special literature and newspaper mats featuring the campaign. As a result, our sales increased 315 per cent over the corresponding period of the year before. Again sales promotion and outside selling on our stove line ran our dealers' sales from May 1 to Septem-

ber 16, 120 per cent above the same period of 1932.

Our manual for oil heaters explains our three most effective tested promotion campaigns. For example, our auction sale plan suggests that the retailer put a model or display in his window with this sign: "Auction—This Beautiful Oil Burning Heater Will Be Sold to the Highest Bidder. Regular price \$——. What do you bid?" Every bidder must enter his bid on a form card we furnish. This card includes space to fill in the bidder's name, address and type of heater he now has. After the conclusion of the auction, all bidders, except the winner, serve as excellent prospects for outside selling or even phone selling. If any dealer operates this plan, we allow him a special discount and supply him with special display material because we know the plan will work. When used on our stoves last year it increased the average sales of participating dealers by as much as 150 per cent. Another successful plan for the dealer is to offer 50 gallons of oil free with every heater sold during a special period. The trade-in allowance plan can also be used to stimulate business.

### "Class" Outlets Capitulate

One of the unexpected sales advantages of the new design was its ability to break into department and furniture stores of the better grade. For example, the buyer of a department store in a New England city, who had evaded our best sales efforts with the old model, finally capitulated when he saw the photograph of the new design. Almost 25 per cent of our present distribution represents this higher-grade store, a large percentage of which are taking on oil burning heaters for the first time.

Flattering, though useless for sales at the present time, was the request of a Canadian oil burner manufacturer who asked that we sell him our cabinets so that he could put his own heater in them and dominate the Canadian field. He had seen a picture of our new heater in a trade journal news story. We had to refuse him because we will need every cabinet we can build if the present rate of sales continues.

The success of our redesign proves that attractiveness of design—"eye-appeal"—is a much more important sales factor than is generally realized. This eye-appeal has made our major problem of the past selling season, not that of sales, but one of producing the new heaters in sufficient quantity to take care of the demand. Our factory has been working day and night.

•  
BY

REX F. CLARKE

General Sales Manager,  
American Gas Machine Company, Inc.,  
Albert Lea, Minnesota





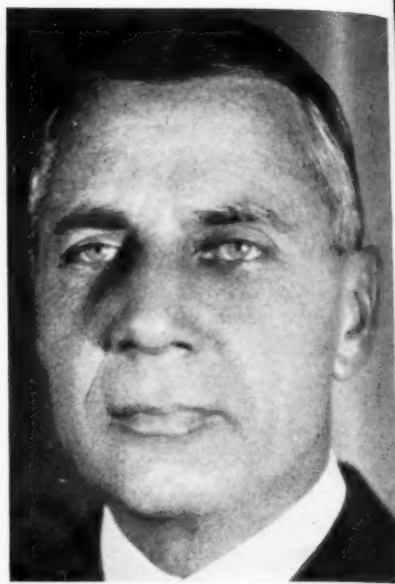
Photo by Blank-Stoller.

Turner Jones

**B**EFORE the Association of National Advertisers gathered in the Capital for its twenty-fourth annual convention, it looked as though several big balloons were scheduled to go up. The spirit of a field day seemed in the making with excitement centering around such well-known issues as (a) the Tugwell Bill; (b) the special ANA report on advertising agencies; (c) the proposed code of the American Association of Advertising Agencies; (d) NRA; (e) the future of advertising (if any), and last, but of course, not least (f) the future of the country, if any. The balloons just enumerated did not "go up" in a sensational sense. However, their omnipresence, if one may use such an expression, did serve to put enough kick into the sessions (and into the private debates held in the hotel suites) to make the Convention itself not only interesting, but one of the most successful ever held by ANA.

While publishers and advertising agents have long been fearful of the possible causes and effects of the Tugwell Bill, the ANA meeting made it no less clear that the *users of advertising* are up in arms. The opinion prevailed that the Tugwell Bill is not less impractical and unreasonable in its details than the New Security Act, but that its potentialities for stalemating business are so much greater as to affect appreciably the national volume of employment, and of business activity at a time when setbacks are intolerable. Exception was taken not so much to the broad, idealistic objectives of the Bill in its endeavor to eliminate untruths and misrepresentation in advertising as to the impractical, ambiguous, unfair, bureaucratic and, in fact, autocratic means

## ANA Looks at Advertising and New Deal in Washington Meeting



Ralph F. Rogan



W. B. Geissinger



Photo by Blank-Stoller.

Paul B. West

by which it is proposed to arrive at this goal. Long before the Tugwell Bill passes in its present form, the Assistant Secretary of Agriculture is likely to be subjected to a barrage of opposition through political, press and business channels which will make of him and the Tugwell Bill national caricatures, which is just enough reason for feeling that before any such campaign gets under way the Bill will be rewritten and with the consent of its chief sponsor. We say this because, while Dr. Tugwell is not lacking in courage or in the will to put on a good fight, he impresses SM on personal acquaintance as the type of leader whose intelligence, pride and sense of decency will cause him to favor rather than oppose those changes which make the proposed bill *more practical, less autocratic* and more truly fair. But that doesn't mean those interested in the present and future of advertising can afford to relax in their opposition to the Tugwell Bill as it now stands. Every inch of the way toward revision has got to be fought out and fought with provable facts and sound reason, and, no doubt also, with good politics.

The first day's sessions, which were closed to the press, kept several of the exciting issues largely under cover, but following the President's address by Stuart Peabody and the review of activities by Managing Director Paul West, Bernard Lichtenberg did talk on "Legislation Affecting Advertisers"; Albert E. Haase did discuss "Codes Related to Advertising," and Lee Bristol did present "The Agency Study." The members of ANA are entitled to congratulations for the degree of silence they maintained on the details

(Continued on page 559)





Nuodex thought the best way to interest paint chemists in their new product was to tease them into testing it. The idea worked. Here's the test kit which provided the samples.



Few sellers had ever approached paint men with mail pieces which were bright as well as informative. Nuodex inveigled them into an attitude of attention in this instance by attaching two tiny phials of samples to emphasize a major improvement in the product.

the superior performance of Nuodex, economy in relation to price, etc.

Other mail pieces followed, at close intervals. Almost every one bore an order blank or coupon. (Economy note Number 2: all were run on the presses at one time, with one extra color for all; odd-size leftover pieces were used to make order blanks.) Returns from these pieces in actual orders ran from 16 per cent to 22 per cent.\*

Meanwhile Nuodex chemists were working on improvements for the product. Soon they developed a "water-white." Nuodex, valuable for its "non-staining" property. In announcing this, a unique mail piece holding two small phials, contrasting the old with the new product, went to prospects.

A recurring feature of the various pieces is a table supplying formulae for laboratory and for commercial work, in mixing Nuodex. (In fooling with a reverse reproduction of this, Agency-head Arnold dropped an odd scrap to the floor. It looked like a bear in outline. Hence sprang an idea for the next series of mailing. A silhouette of a kangaroo, with headline, "Nuodex will help your sales to grow by leaps and bounds"; other animals, other catchy tie-ups.)

Occasional trade paper announcements of the first few months have grown to a year's schedule now in *American Paint Journal*. Tests described in mail and printed-page advertising were set up in the Nuodex booth at the Paint Industries Show, Chicago, biggest annual event of its kind in the paint field. Paint men commented, studied, bought.

Points worthy of note: methods by which the company injected element of liveliness, newness, even gaiety, into presentation for scientific product. Break-away from traditional methods of presentation in the field. Use of convincing tests instead of unconvincing adjectives, in sales presentation.

\*This campaign, by the way, was chosen by the judges at the Direct Mail Advertising Association recent convention as one of the fifty best campaigns of the year.

## A New Product—and Not Much Money to Spend: Any Chance?

Even though they had only a "shoestring" for an advertising budget, Nuodex Products evolved a campaign to the paint industry which, in 18 months' time, has induced 500 of the 700 manufacturers in the field to place at least one order.

CAN any worth-while sales job be done with a very small appropriation—only a couple thousand dollars—if the product is new and unknown?

Nuodex says "yes".

Nuodex, made by Nuodex Products, Inc., Newark, N. J., is sold exclusively to the paint industry. It is an ingredient for finished paint. Briefly the story is this: with its prospects limited to approximately 700 concerns in the paint manufacturing field, Nuodex, with an expenditure of less than \$3,000 in 18 months, has induced 500 of these concerns to order at least a small quantity for test.

Direct mail, plus trade paper advertising, prepared in association with J. Lawrence Arnold, turned the trick.

In June, 1932, when the first contacts were established with the paint industry, the company and its agency realized that any sales presentation direct to paint men would have to embody some fresh angle of approach. It would have to be scientifically factual (since professional chemists were to be induced to test it), and it would have to present its story in some dynamic way so as to stand out in competition with other advertising (much of which is dry as dust in char-

acter) directed to the same source. If it was aspiring too much to attempt to make a paint dryer exciting, the sales story could at least be different, they reasoned.

So paint men found on their desks in June a year ago a test kit containing three bottles—not the standard bottles in which samples are usually furnished to the field—but bottles that looked more as though they contained cosmetics. A Bakelite top, sprayed with colored paint to match the color on the label, identified the lead, manganese and cobalt classifications. (Note: the bottles cost less than half what the standard-type bottle with glass stopper would have cost, yet commanded attention by being utterly different.)

The mailing accompanying the kit was an Advelope folder, in two colors, summarizing the main properties of the product, and including three technical bulletins, "Precipitation of lead driers by mineral spirits," "lead drier precipitation in linseed oil," and "precipitation of cobalt driers by mineral spirits." Each was a brief description of a test, with a tipped-on actual photograph, Kodak size, of the test tubes and their content. Each, in its conclusions, led up to a recital of



Photos by Blank-Stoller, Inc.

*Richardson Freres: H. S. (left), chairman, and Lunsford (right), president, who believe it pays to promote harder in hard times.*

## Trebled Advertising Doubles Vick Sales During Depression

"Over 17,000,000 Jars Used Yearly!"

That was a good slogan for Vick's VapoRub of the Vick Chemical Company eight or ten years ago. It helped to sell VapoRub—so much of it, in fact, that in a couple of years an artist drew an impressive line through the "17,000,000" and substituted "Over 21,000,000 Jars Used Yearly!"

Then just before the depression started, late in 1929, the artist was called in to substitute "26,000,000."

Vick Chemical, as Lunsford Richardson, president, recalls to SM, had just become "of age" then. Depression-born, in the year 1907, the company had kept plugging its one product through good times and bad. It plugged especially hard in the bad. But 26,000,000 was a hard figure to beat, especially during that record recent depression.

Yet today Vick has a new slogan. It reads:

"Over 52,000,000 Packages Used Yearly!"

VapoRub, from a small local sale around Greensboro, North Carolina, 26 years ago, adds Mr. Richardson, has become the "world's largest selling cold remedy." (It is used in 71 countries.) The sales of this product have increased during the depression. But Vick also has added others.

Early in 1931 the original yellow VapoRub was introduced in white, stainless form. Later that year there came Vicks nose and throat drops and Vicks medicated throat tablets. This year there appeared Vicks Voratone antiseptic. Though these products have increased consistently in volume, the original VapoRub is still the largest seller.

Doubled sales during the depression, Mr. Richardson points out, were made possible by nearly trebled advertising efforts. When the first additions to the line were made, newspapers were chosen as the principal medium.

Voratone was introduced this year in large schedules in 1,300 daily newspapers. Seasonal "cold campaigns," just started, also are appearing largely in newspapers.

Maintaining salaries at 1929 levels, the company has increased the number of its employees since then by 72 per cent.

Vicks is now "on its own" after three years as a unit of Drug Incorporated. Drug was dissolved August 31. Resuming its independent career under the brothers Richardson (H. S., former president, is now chairman of the board), the company has just declared a regular quarterly dividend of 50 cents and an extra of 10 cents a share.

### Low-Priced White Truck Gets Record Promotion

Entrance of the White Company, Cleveland, into the lower-priced truck market is being marked by the "greatest advertising campaign ever conducted" by that company. The price of \$1,085 is being stressed in posters, magazines, direct mail, trade papers and newspaper advertising by dealers.

In 25 district office cities from coast to coast a full showing of billboards—half of them illuminated for night display—carry the announcement.

### Provident Life Launches Newspaper Campaign

"Our experience has shown that excellent results are obtained from insurance advertising when the sales appeal is localized," reports M. A. Linton, president of Provident Mutual Life Insurance Company of Philadelphia, in announcing the inauguration by his company of a campaign in leading newspapers.

Institutional advertising will appear in magazines.

## Wired Homes Increasing Faster than Appliance Sales; Market Beckons

The true extent of the still untouched market for all types of electric appliances was graphically summarized before a Merchandising Clinic held recently under the auspices of the specialty appliance sales department of General Electric Company.

According to figures presented at this meeting, of the 30,000,000 homes in the United States

29,000,000 have no electric range or dishwasher

27,000,000 have no electric refrigerator

24,000,000 have no electric fan or percolator

24,000,000 have no washing machine

15,000,000 have no radio

22,000,000 have no electric toaster

21,000,000 have no vacuum cleaner

11,000,000 have no electric iron

In order for these homes to be completely electrified, five billion dollars worth of domestic electrical equipment and appliances would have to be sold. The use of this equipment would immediately triple the amount of domestic electric load. Ten million homes are not even wired for electricity, Julian Elfenbein, editor of *House Furnishing Review*, told the meeting.

Other facts of interest to those with a penchant for bemoaning the lack of real sales opportunity in industry today: only 30 per cent of American homes own a common wooden ice box. One-fifth are without kitchen sinks; one-third without bath tubs; 39 per cent without electric lights. Telephones have been placed in only two-fifths of the homes; 96 per cent are without an ironer; 53 per cent without a vacuum cleaner; 60 per cent without a washer; 90 per cent of the wired homes own an electric iron but only 3 per cent own an automatic adjustable one.

"Despite the millions of dollars utilities and manufacturers have spent to advertise electric appliances, the non-automatic electric iron is the only item with a wide distribution outside of the light bulb," Mr. Elfenbein pointed out.

"The number of wired homes tripled in ten years and so there are 4,000,000 more wired homes without electric washing machines than there were ten years ago. There are 7,000,000 more wired homes without electric refrigerators than there were ten years ago. . . . Most potential markets decrease in a period of ten years. Here is a market that is actually increasing. This shows that new homes have been built and homes wired faster than these appliances have been sold."



# the magazines you suggest

*but let's not spend money on opinion*

*... let's use the **FACTS!***

"Certain magazines appeal to me, but I'm not trying to sell myself. When I spend cold hard cash for advertising I want to *know* that I'm reaching a lot of people with money to spend — and that I'm doing it economically. Fortunately, the facts are available. Let's use them."

WE have long suspected that THE LITERARY DIGEST is the best advertising buy available to advertisers today. Now we know it. If you seek advertising *facts*\* on which to base 1934 expenditures, buy and read Dr. Starch's report on media effectiveness.

The 1,000,000 reader-families of THE LITERARY DIGEST have money to spend *now*. 205,000 of them have annual incomes of \$5000 or better. 567,000 of these Digest readers have annual incomes of \$3000 or better — even today. No other magazine of comparable circulation approaches these figures!

They are good, sound substantial folks, these 1,000,000 reader-families of THE LITERARY DIGEST — folks who spend their money on cars, homes, investments, travel — on the products and services, in short, that you are trying to sell, and they are buying *now*.

They are the kind of people who exert telling influence on the buying of

others: 27.9% of the 1,222,303 men who read the Digest, and 10% of the 1,084,951 women, are engaged in the professions; 26% of the men, and 3.4% of the women, are executives and proprietors — a resounding chorus of 804,204 voices to have singing the praises of your product . . . a total of

influential readers exceeding the combined total circulations of *Time*, *Fortune*, *Business Week*, and *News-Week*.

And you can reach this tremendous market, this powerful "monied million," economically — for the Digest has a very low cost per page per 1000 readers per \$1000 income.

If you need assurance that your advertising will be seen and read, the Digest has a very low cost for visibility per 1000 readers per \$1000 income, and a low cost for advertising "read most" per 1000 persons per \$1000 income.

If you need assurance that Digest readers *respond* to advertising, please write us for reports of the result surveys conducted in conjunction with four advertisers this year. THE LITERARY DIGEST, 354 Fourth Avenue, New York.

\*The figures in this advertisement — accurate, reliable, unbiased — are based on personal interviews with the readers of 60,000 magazines over a twelve months' period in a survey conducted by Dr. Daniel Starch.

## What \$1.00 Buys

Number of page advertisements delivered  
for every dollar spent

in <i>The Literary Digest</i>	420 pages
in <i>The Saturday Evening Post</i> ★	380 pages
in <i>Cosmopolitan</i> ★★	370 pages
in <i>Time</i> ★★	270 pages

\*Larger page size than the Digest's

★★Smaller page size than the Digest's

*for 45c apiece in* **The Literary Digest**



## Shall Industry or Government Punish Code Offenders?

Saunders Norvell's article in the November 1 issue, "Under NRA only a Mussolini Can Steer Associations Straight," stirred up quite a buzz of discussion. Here is a letter from Nathan Boone Williams, management consultant, Washington, D. C., commenting on the article, which outlines the method by which one association is setting out to make "the unscrupulous tenth" behave.

Editor, SALES MANAGEMENT:

Mr. Saunders Norvell may be right that only a dictator can steer associations straight in the problems which confront industry in the administration of codes under NRA and AGA, as outlined in his article in SALES MANAGEMENT for November 1.

Shall such be a dictator named by the industry itself or one of a growing hopeful brood being developed by government? Mr. Norvell evidently leans to the "dictator" selected by industry on a time contract and independent of factions or cliques in the industry.

It was the theory of the law, a theory sound in philosophy and history, that the trade or industry association should be the instrument of enforcement, thus coupling self-interest under guidance of government with social interest and desire for a more sound and worth-while industrial development.

But few of such associations existed. Neither experienced associations nor competent staffs could be created out of thin air.

Then developed the idea of "Code Authority," this being a body created by code provisions and named from varying contending factions in the trade or industry, generally providing for some form of government representation therein.

Trade secretaries and managers instantly developed a bad case of jitters. Nor have they yet recovered. They forgot that the law requires that an association to be recognized must represent the trade, must not have unfair restrictions in its membership requirements, etc., etc. They seem, likewise, to have overlooked the very real possibility that practically all members of the trade or industry will



Miniature Fashion Show Stops Them: Old Gold has gathered record crowds before this window display, at a place where crowds are always milling—the corner of 42nd Street and Fifth Avenue, where three leading cigarette companies alternate dramatic displays in a Schulte Cigar store window for two weeks each. The 32-inch models are dressed in the newest creations of famous designers, Schiaparelli and Vionnet among them.

see the advisability of developing in the industry a very real trade or industry association for the handling and advancement of the best interests of the trade, and that in the course of a few months' experience there will develop just the type of association that the members of the trade or industry who pay the bills desire and can perceive is usefully worth while. They also overlook the fact that this "Code Authority" idea is a temporary stop-gap to tide over the period while industry is finding out what this is all about and making up its mind as to how to play the cards dealt it in good sportsmanship manner.

From the churning and debates will come real trade and industry associations of responsibility and power.

But meanwhile the Code Authority is with us and it may interest you to learn just how I have advised one of my association clients and the Code Authority of the industry to set up its machinery for the enforcement of the code of the industry and to carry out the duties required of it.

I have recommended that they create the office of "Director for Code Authority." In this case he happens to be the managing director of the dominant trade association in the industry, agreed to by all members of the Code Authority, which was selected from several associations.

I have further recommended that the Code Authority define his two principal duties as follows:

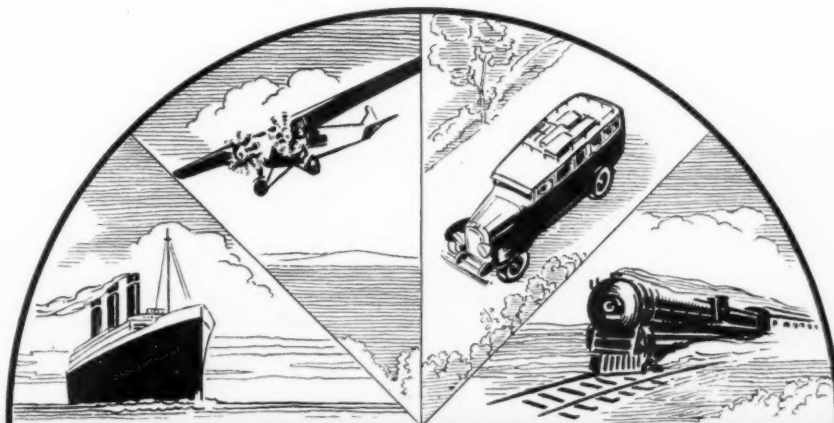
(1) "That the director shall collect and collate all required statistics and other information required or provided in the code to be supplied by members of the industry; and in

so doing he shall proceed in such manner that trade secrets and other properly confidential data be so protected as not to be disclosed to other than his authorized employees.

(2) "That the director shall receive all complaints of violations of the code, and conduct such investigations as may be required, and prepare and submit the same to the Code Authority in such form and manner as not to disclose the identity of either or any party thereto. The decision of Code Authority on any complaint shall be by the director communicated to the parties thereto. If either party be dissatisfied with the decision of Code Authority, a hearing shall be arranged which may be attended by the parties, of which due and reasonable notice shall be given, on which hearing Code Authority may affirm, modify or reverse its former decision, which decision shall be communicated to the parties."

It thus will be seen that the director is given full power of direction, but "decision" on alleged code violations is to be made by Code Authority. After a time most alleged violations will be satisfactorily adjusted by simple reference to Code Authority decisions. This method and set-up will do all possible to impersonalize such decisions and impress upon Code Authority that they are acting as judges of principles as set forth in the code and not of the individual conduct of competitors or others.

Under this particular code, as in all I have examined, Code Authority is given authority to propose amendments  
(Continued on page 563)



## *The Urge To Go Places!*

Maybe the World's Fair started it anew . . . this urge to go places and see things . . . or maybe it's because of better economic conditions. . . .

Here in Indiana, with the threat of winter around them, thousands of people are dreaming of warm, sunny days and golden beaches . . . of thrills and adventures in new, strange places. And many of these thousands can, and will, make these dreams come true!

In Marion County (Indianapolis) alone, two thousand, four hundred and ten individuals made Gross Income Tax returns for the months of May and June, 1933, which indicated an average annual income of \$15,138.00\* . . . none of them with less than \$5,000.00.

If you have a message for these people, you can best reach them through the one newspaper they habitually read and respond to, The Indianapolis News. And to make your message more acceptable, this readership is kept travel-minded through a Travel feature appearing every Saturday, and a Travel and Resort Bureau that renders free service to them.

*\*Figures compiled by Indiana Gross Income Tax division.*



# THE INDIANAPOLIS NEWS

SELLS THE INDIANAPOLIS RADIUS

New York

DAN A. CARROLL, 110 E. 42nd Street

Chicago

J. E. LUTZ, 180 N. Michigan Avenue

## How ABC Percales Won School-Opening Tie-ups in 400 Department Stores

SIX wee real-life orphans in a window display stopped traffic just at school-opening time this year, in front of a department store window in Rockford, Illinois. As a result, Hess Brothers, whose store it happened to be, a couple of weeks ago cashed a check for \$100 from Arthur Bier & Company, as first prize winners in a window display contest conducted as part of this concern's usual Fall campaign on ABC percales.

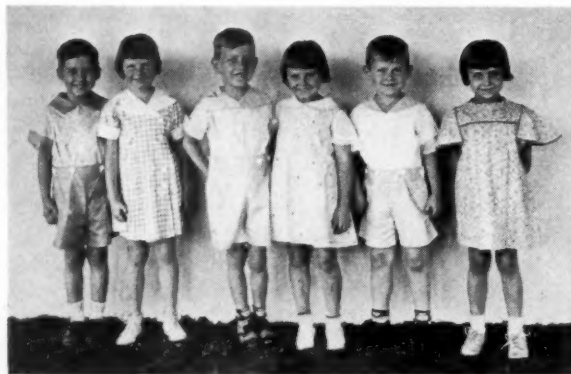
Arthur Bier pushes percales aggressively each Fall, to reach mothers just at the time when they are getting out the sewing machine, and, with a watchful eye on the racing calendar, beginning to sew on clothes for the youngsters to wear back to classes in September.

Advertising backbone of the campaign is full pages in color, in the *Butterick Fall Quarterly* and *McCall's*. Instead of attempting to push a wide line, six leading patterns of ABC percales are selected by a style jury, for featured promotion. These are reproduced in finished children's garments, in styles of which the patterns are purchasable in Butterick or McCall's pattern service. The pattern publishers in turn feature several of the same numbers in department store pattern distribution sheets for the month, and carry out the tie-up by recommending ABC percales (the only branded fabric mentioned, by the way) on the envelopes containing the patterns themselves.

### Living Display

Department stores are urged to use posters reproducing the color advertisements, in their pattern department, fabric section and show windows. Newspaper mats, timed in theme to the school-opening idea, are furnished by the manufacturer.

Four hundred and fifty stores requested display material to be used in promoting the back-to-school idea. (Participation in the promotion necessitated the stocking by the stores, of course, of all of the featured pat-



Borrowing six beautifully natural children from a local orphanage, to present in a show window playlet promoting ABC percales, Hess Brothers not only enjoyed a spurt in ABC sales over their counters, but walked off with the hundred dollar first prize offered in Arthur Bier & Company's window display contest.

Seasonal events such as graduation time, housecleaning, football season, or Easter, may be turned into excellent sales capital provided some real plan is worked out for getting dealers to do the necessary merchandising. This short article tells how ABC percales used a window display contest to obtain special promotion for their line just before school opening time this Fall.

terns of ABC.) Out of these, 230 sent in photographs of special ABC windows for the window display competition. Prizes of \$100, \$50, \$25 and \$15, with 12 prizes of \$5 each, were awarded.

Principal winners, in addition to Hess Brothers of Rockford, were The Diamond, Inc., Charleston, West Virginia (2nd prize); Northwest Department Store, Tacoma, Washington (3rd prize); George J. Wolff Company, Aberdeen, Washington (4th prize). Judges were display managers Irving C. Eldredge of R. H. Macy; Richard Wallace, B. Altman; H. H. Littell, Bamberger's, Newark; Albert Bliss of Bliss Display Company, and Arthur C. Fatt, Grey Advertising Service, Inc.

A photograph of the winning display, which was a dramatic presentation with a schoolroom setting, carried out in the Hess window, is reproduced on this page. Continuous performances of a playlet called "Back to School" were given on four days, dur-

ing two periods each afternoon and one period each evening.

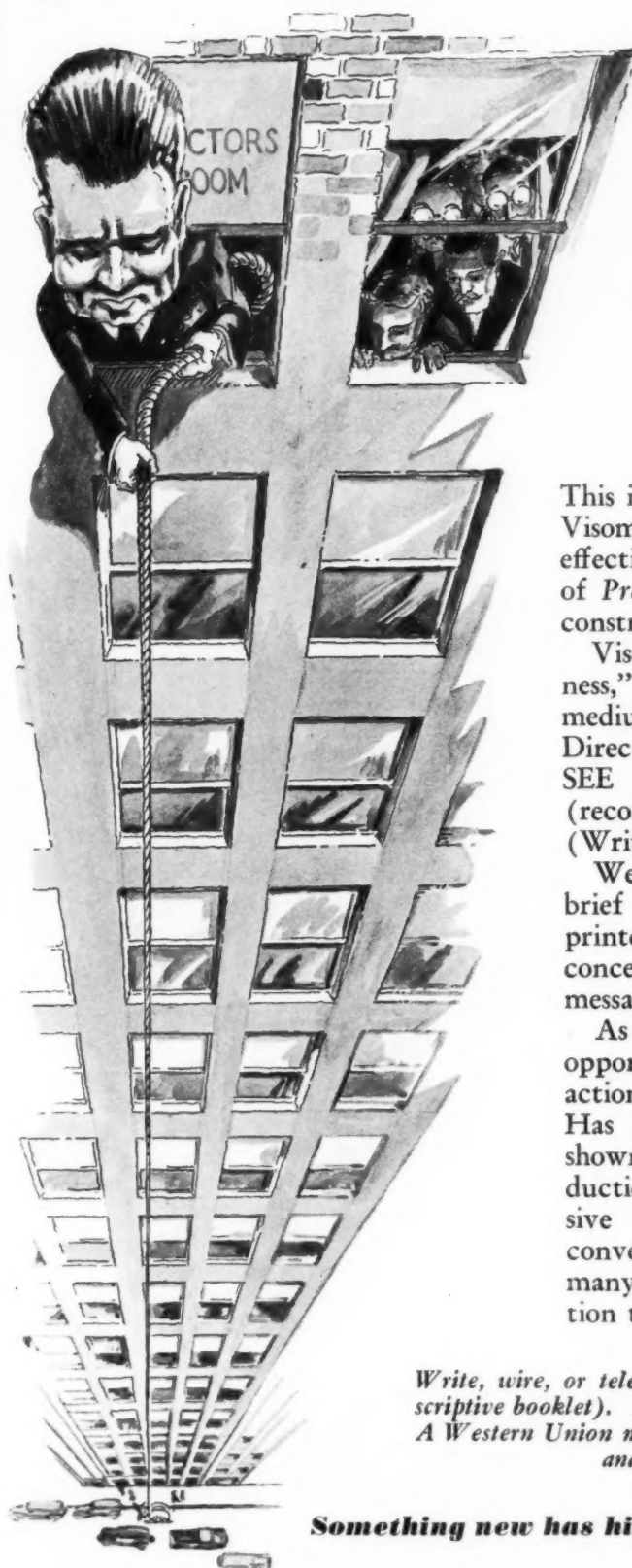
Six youngsters from the Rockford Children's Home not only made life-like characters for the play, but gave the company an excellent opportunity to get some real human interest into the newspaper advertising which tied up. All of the children's outfits (and teacher's) were made of ABC fabrics from *McCall* patterns, and the materials themselves used for background, roof, etc., on the "stage."

Of sales results for the period, Hess Brothers reported, "A definite increase in inquiries for ABC percales by name; many questions about patterns and materials used in making the dresses worn by the children in the display; and increased sales of the percales."

In two previous years, Arthur Bier & Company worked a similar school-opening promotion plan. Pleased this year again with results, they say a similar event will be staged in 1934.







## So We Had Edwin C. Hill Haul the Cable Right Into the Director's Room

This is what The American Cable Co. did (via Visomatic) when they decided that the most effective way to demonstrate the superior points of *Preformed Cable* was to *show* the cable, its construction, and its advantages.

Visomatic, "The Illustrated Voice of Business," solved the problem. Through this new medium, American Cable was enabled to let Directors, Engineers, Purchasing Agents, etc., SEE and HEAR the story, while the voice (recorded) of Edwin C. Hill did the explaining. (Write us for story of results.)

We do not expect you to determine from this brief copy just what Visomatic really is. No printed description can give you an adequate conception. Only Visomatic, delivering its own message to your eye and ear can do that.

As a Sales Executive, you should not miss the opportunity of seeing and hearing Visomatic in action. Our new production, "Something New Has Hit the Selling World," will gladly be shown to you in your private office. This production will open your eyes to a new, inexpensive Sales Tool, with which you should be conversant, and it will, we trust, answer your many questions about Visomatic and its application to *your* business.

*Write, wire, or telephone for immediate demonstration (or for descriptive booklet). No salesman, disguised as an "operator," will call. A Western Union messenger will bring the production to your office and take it away—at no obligation.*

**Something new has hit the selling world — INVESTIGATE**

# VISOMATIC

**VISOMATIC SYSTEMS, INC.**

New York  
292 Madison Avenue

Chicago  
360 N. Michigan Avenue

Detroit  
5850 2nd Boulevard

# A Follow-through Plan for Training New Salesmen

BY CORNING WHITE

*Advertising and Merchandising Manager,  
Eskimo Pie Corporation,  
Brooklyn, N. Y.*

**T**HERE seems to be a peculiar notion in the minds of many sales managers that sales training, once you get a good sales manual, operates automatically. Nothing could be further from the truth. It dies automatically. The only way you can get your branch managers or supervisors to train your new men properly is to set up a system which makes it impossible for them to wriggle out of this phase of their work.

And such a system is easy to set up. Simply draw up your training outline of just what the coach is to do and just what the new man is to do, have it printed or mimeographed, give a copy to each coach to keep, and give a copy to each new man to keep until all items listed on it have been covered in the manner described in the outline. At the top of the outline have a statement to the effect that the new man is to be trained exactly according to the following schedule; that his coach and he are going to be held responsible for adhering to this outline in letter and spirit; that, as each section is covered, this section in the salesman's copy is to be initialed by both the coach and the salesman; that at any time the chief sales executive may ask to see the new man's training outline; that the new man does not become a permanent member of the organization until every section has been covered and initialed as directed, and that when completed, with every section initialed, the salesman's copy will be filed with his contract as part of his permanent record on which promotions are based.

## Casting a Fool-proof Formula

Sales supervisors as a general rule are not deliberately dishonest. They are merely careless about training new men. But with this system the sales supervisor—the coach—cannot sidestep his responsibility without being guilty of deliberate falsehood, to which the new man also subscribes. A supervisor will think twice before asking a new man to join him in a deliberately false statement to the management. As a matter of fact, I

know of no case where such an action on the part of supervisor and salesman has occurred. This system, as I have described it, costs nothing to operate, and is as nearly fool-proof as anything human can be.

The cost of setting up such a system for training new salesmen is negligible when considered in the light of the benefits you get by it. The only difficulty is in thinking out the best training routine—the training outline. This is sometimes a full-time job of two or three months for a top executive, or for an outside expert. And the actual writing of the outline is not easy. Few men without long experience in this work can turn out a training outline which is logical in arrangement and unmistakably clear in meaning.

## Planning the Outline

But this single aspect of the job excepted, the effective training of new salesmen is a simple matter if you will adapt to your own needs the ideas given in the foregoing paragraphs. For these ideas are not theory; they are the result of years of experience in training salesmen in a variety of industries. By applying these ideas to your own problem you will find that you can train your new men effectively at a cost gratifyingly low.

## A Sample Page from a Training Outline

*Recently prepared by the author for one of the leading typewriter companies*

3. You will be given a brief operating demonstration of the typewriter.

4. You will then be asked to make yourself familiar with the operation of the typewriter as follows:

A. You will be supplied with

A standard machine.

A quantity of paper and carbon.

A copy of "Instructions For Operating the Typewriter."

A pencil.

B. You are then to

Find and learn the name of each part of the machine listed on the

chart in the foregoing booklet.

Practice alone each operation described in this booklet.

Write down in your notebook each point which you do not clearly understand.

5. You will be tested on your knowledge of the operation of the typewriter as follows:

A. Your coach will use the equipment described above in 4A.

B. He will explain and will illustrate on the machine itself the first item you have entered in your notebook as not quite clear to you.

C. He will then ask you to explain back this item to him and to illustrate your remarks by actual physical reference to the machine.



Charles S. O'Donnell

## Brandy Will Go Legitimate Under Charles O'Donnell

Walter H. Hildick, president of Distilled Liquors Corporation, New York (which will have its first million gallons of apple brandy ready for market in March), announces the appointment of Charles S. O'Donnell as director of sales.

Mr. Hildick, whose apple cider stands around New York folded up a couple of years ago, expects to do better with the distilled beverages—not only apple, but peach and cherry.

Mr. O'Donnell also knows his fruit (he was formerly director of sales of Sun-Maid Raisin Growers) and his beverages (as director of sales of Dairymen's League of New York). And for the last six years he has been head of the merchandising department of N. W. Ayer & Son, Philadelphia.

The advertising account has been placed with Ruthrauff & Ryan.



# Significant News of City Markets

[There's a new deal all around. A lot has happened since '29. We recommend the timely market facts under this heading as a basis for sales planning, special drives, test and localized advertising, advertising appropriations, leads for salesmen, quota setting, etc. The facts are gathered by SALES MANAGEMENT in conjunction with the newspapers which dominate these important independent market centers. Population: 1930. Districts are A.B.C. divisions.]

## Peoria, Ill.

City .....104,969  
Trade Zone .....210,000

An industrial expansion totaling over \$6,000,000 is under way in Peoria, including four distilleries and four breweries. Over 2,500 men are now employed on these industrial projects and at the present outlook this figure will go even higher.

The Peoria county quota for the Illinois Work Relief program is 3,000 men to be taken from relief rolls and the unemployed. This will practically eliminate unemployment in Peoria.

Peoria retail trade is brisk, with all types of stores reporting gains.

All statistics point to Peoria as the "Nation's Bright Spot" and a number of prominent national advertisers have placed metropolitan size schedules in the *Journal-Transcript*.

Peoria's leading newspaper, the *Peoria Journal-Transcript*, is read in "4 Out of 5" Peoria homes, representing, by thousands, the largest group of buyers available in Peoria and the trade zone. Rep.: Chas. H. Eddy Company, Chicago, New York and Boston.

## South Bend, Ind.

City Zone .....132,823  
Trade Zone .....314,780

South Bend industries have added 2,884 employees since July 1; increasing weekly payroll \$56,386. In Mishawaka 19 industries report 6,005 workers employed as compared with 3,584 in 1932, a 67% per cent gain. C. W. A. plans to give employment to 3,800, wiping out county dole line.

Business curve and "telephones in service" curve closely allied—installations gained 189 in September and 92 in October. . . . Fall tax receipts for county exceed spring payments by \$54,736.92. . . . Community Fund of \$162,000 over-subscribed. Studebaker's November orders in excess of 7,500 cars, October sales 6,312—increase of 19% over '29. Factory working 24 hours daily—7,800 on payroll. . . . House vacancies decreased 40% since last February.

This responsive market easily and economically reached through *Tribune*—exclusive A. P. and U. P. member in South Bend—leads in circulation and advertising lineage. Evening circulation 31,161. Representatives: Story, Brooks & Finley, Inc., New York, Philadelphia, Chicago, Cleveland, San Francisco.

Adv.

## Troy, N. Y.

City Zone .....119,324  
Trade Zone .....204,447

Payrolls in the Troy area showed the second highest gain in the state, through October. Wage payments were up 2.3%, contrasted with a decline throughout the state of 1.6% from September figures.

Since 1930, Troy's largest department store advertiser (and largest space user in Metropolitan Troy) has used more than 99.9% of its appropriation in *The Troy Record*.

Building permits, in Troy alone, were \$17,000 higher in October than for the same month last year—a \$9,000 increase over September.

*The Troy Record* carried 72.5% of all national advertising published in Troy daily newspapers during October.

\$23,038 is Troy's share, to date, of funds derived by New York State from the sale of beer. Lots of good beer is made in Troy—and sold in the 469 places licensed in Troy alone.

Troy is scheduled to have a \$200,000 parcel post annex. \$162,000 has been allotted to Watervliet and Mechanicville (Troy area) for postoffices.

For the first 10 months of 1933, *The Troy Record* printed 63.06% of all local, national and classified advertising appearing in Troy dailies—a definite advance from 60.9%, the figure for the corresponding period of 1932.

Chosen as one of a few selected markets for a test campaign, Cashmere Bouquet toilet soap is using 15,236 lines exclusively in *The Troy Record*.

The only A. B. C. paper in Metropolitan Troy, *The Troy Record's* net paid circulation is over three times that of the second newspaper.

Metropolitan Troy, by A. B. C. definitions, includes Troy, Watervliet, Cohoes, Green Island and Waterford, having a total population of 119,324—thoroughly dominated by *The Troy Record*. Circulation (A. B. C. 12 months ending 9/30/33) 22,986. City Zone 78.7%, Trade Zone 18.2%, All Other 3.1%. Flat rate .07. Representatives: Chas. H. Eddy Company.

## Janesville, Wis.

City .....21,628  
Trade Zone .....105,000

"There will not be an unemployed able-bodied man on relief lists in Janesville the winter of 1933," is the statement made by Councilman B. M. Palmer in commenting upon the employment situation and re-employment plans at a recent council meeting.

Official announcement was made by the General Motors Corporation that they would reopen their Chevrolet and Fisher Body factories (closed since August 1, 1932) on November 28, with 1,500 men to be employed at once, working to a peak payroll of 3,000 men and women. Janesville's finest homes are being quickly picked up to accommodate these officials. The large million-dollar foundry built by Du Pont 13 years ago and never used is to be opened soon. *The housing situation is serious and more homes must be built, and built quickly, to take care of the demand.*

The Rock River Woolen Mills, closed for four years, have reopened and are employing 250 skilled, high-paid workers. To do this it was necessary to raise \$75,000 by public subscription, and this was done in about a week's time.

The Parker Pen Company, one of the largest and most dependable institutions, are operating three shifts a day with 830 employees to take care of their business.

Plans for civil works program will employ 1,823 men with minimum wage of 50 cents per hour.

The farmers form an important part of the buying power of the community. Chicago prices are paid for milk, and the farmers are satisfied and contented with their prices and not interested in the strikes promoted in other sections of this and surrounding states. Milk checks are mailed twice a month, thus affording them ready cash for their needs. Sixty-five per cent of the farms are occupied by their owners.

*The Janesville Gazette has more circulation in this rich Southern Wisconsin market than any other medium.* It completely covers the homes in Janesville with only about one-third of its circulation, the remaining two-thirds going into the surrounding 42 cities and towns surrounding, which recognize the *Gazette* as their own daily newspaper and Janesville as their trading center. The *Gazette* showed a greater increase in national lineage during September than any other newspaper in Wisconsin, regardless of size.

Contract rate .06c per line. Rep. New York, Chicago, Milwaukee, Philadelphia, Detroit, Pittsburgh—Frederic A. Kimball Company. Also member of Wisconsin Markets, Inc., Milwaukee. The *Gazette* owns and operates radio station WCLO.

## "New Deal" Drive Vanquishes Blues for McCaskey Men

If your men are doing too much sitting and moaning and are trudging along in a rut because they believe there isn't much business to be had, try a swift-moving contest that will encourage them to do a little digging for prospects. McCaskey is doing this with good results.

A "NEW Deal Contest," currently being staged by the McCaskey Register Company, Alliance, Ohio, in a nationwide competition for all members of its sales force, credits points toward awards not only on the basis of actual sales, but also on sincere efforts to make sales. For every demonstration the salesman advances 100 points in standing, whether he sells the prospect immediately or not.

### Foundation of Future Sales

Relatively simple in its set-up, this contest embodies ideas which could easily be adapted to other types of business, especially in those cases where net sales totals do not seem to provide a perfectly fair basis of sales comparison. Notable also is the "hook" in the plan whereby it staves off a let-down after the contest by providing awards for the type of sales work which is continuously developing a bunch of live prospects for later closing.

Details of the contest rules: each man accumulates a total of points (1) toward his individual total in competing for the big six and high fifteen awards; (2) toward his individual contribution to the Division Total and averages by which the Prize Division will be chosen. The city in which the winning division has headquarters is to be the scene of the Grand Banquet.

Points are awarded according to the following schedule:

	Points
Certified credit system demonstration	100
Certified cash system demonstration	100
Sale of Portograph and Portograph books	100
Sale of M-233, 333 and 433 credit systems	900
Sale of McCaskey steel safe	900
Sale of speed cash register	900
Sale of safe register or vertical credit register system	1,250
Sale of Model El or Er cash register system	1,250

A "certified demonstration" is one reported officially through the use of certificates supplied by the company, which are duly signed by the merchants or dealers receiving a system demonstration with the standard

equipment provided salesmen for this purpose. In filing these certificates with the home office, the salesman is required to accompany the signed form by sales slips, letter or bill heads, or envelopes, etc., bearing the printed name and address of the possible buyer.

Cash prizes ranging from \$150 to \$25 are offered for the high six men, with \$10 for the next high fifteen.

Eleven brilliantly colored mailing cards, bearing terse "come-on" messages ("Yes, Mr. Albaugh! I made my two system sales this week—hang my card on your double effort week scoreboard to show Pres. F. E. Henry. Signed —.") went out during the first seven weeks of the contest, to maintain interest. Individual standings were mailed by general letter; in these individual standings and changes from week to week were emphasized. A special issue of the company's house organ, "McCaskey Bulletin," pulled a dramatic stunt by featuring letters from the mayors of most of the cities eligible for the Grand Banquet.

Special "weeks" lent pace to the contest—"Perfection Week," during which Sales Manager O. W. Albaugh asked every man to make a stated number of demonstrations during the week; "Double Effort Week," in which double points were credited for system contracts on all business obtained during the week.

### Banquet Promoted Teamwork

"In view of the fact that salesmen who were having difficulty in closing business could obtain points by conscientious effort in making certified demonstrations, we have created a greater mass interest in our contest and in the demonstration of McCaskey System products than have been true in previous contests," said S. L. Banks, sales promotion manager. "Consequently many men have developed as much or more business in the seven weeks of the contest to date than they were able to do in several times that period previously this year. The contest has taken many men out of the

rut of discouragement, and killed the attitude that 'there is no use to demonstrate to this prospect or that,' thus resulting in sales which the company has not had an opportunity to get before this because of the attitude of the salesman."

The Grand McCaskey Banquet will be tendered to the prize division at the conclusion of the contest. Averages of each division are drawn off each week; an average of these averages will determine the winner. All members of the winning division who have earned 7,000 points or more will attend the banquet, with expenses to and from the banquet city paid by the company. A silver cup will be awarded to the division as a group. Commenting on this element in the contest, Mr. Banks said further:

"Unquestionably the Grand Banquet idea constitutes a much desired award on the part of the salesmen due to their enjoyment of these events in time past. This feature has wrung interest from men ordinarily cold to contest competition because of the realization that failure to make demonstrations and sales at this time is throwing down their associates in their own divisions. Few men willingly will prove a drag to an award which requires team effort. We have thus swung into line the concerted man-for-man activity of all divisions through the introduction of this phase of the contest, aided and supported by the possibility of obtaining points by demonstrations."

### Remington Success Draws Underwood to the Radio

Popularity of "The March of Time," now under Remington Rand sponsorship, may have been primarily responsible for the fact that another big office appliance company, Underwood Elliott Fisher Company, has just taken the air.

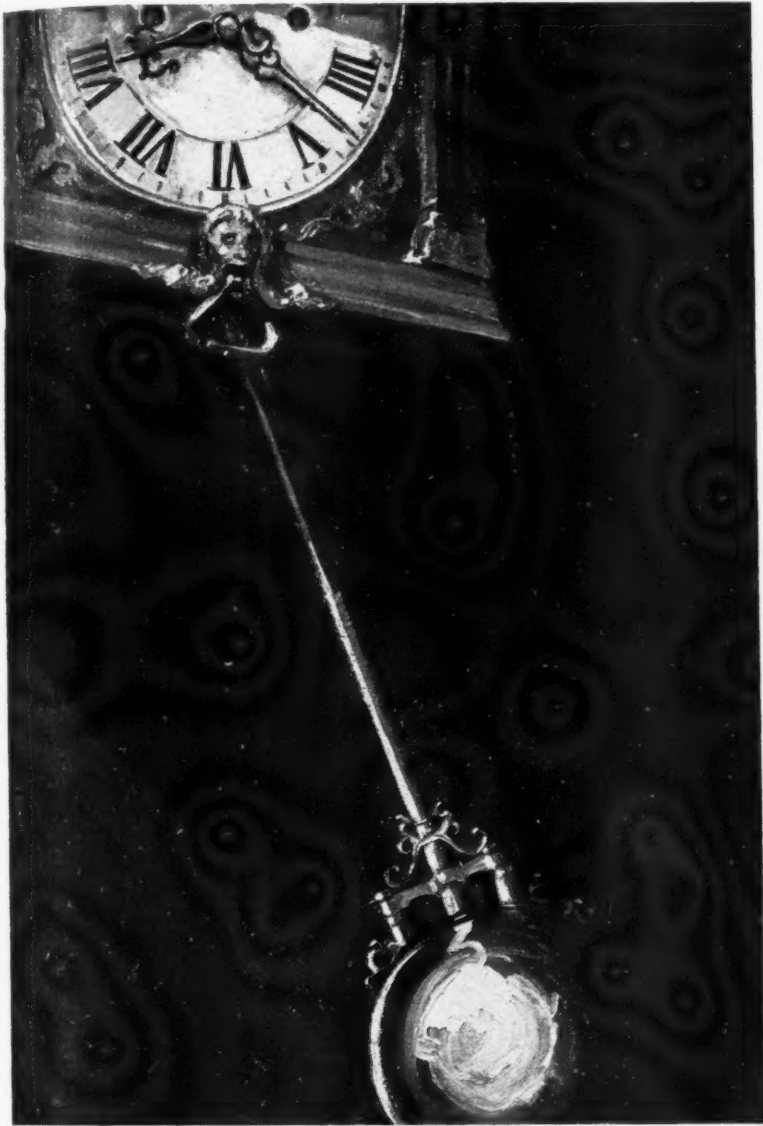
"The Voice of America"—a "salute to American creative genius": art, science, industry (and typewriters)—appears over CBS stations at 8:30 Thursdays, EST.

The Remington Rand program is on CBS stations at 8:30 Fridays.

### Saving the Beer

From 25 to 50 more glasses a keg are said to be obtained from a new line of beer-cooling equipment developed by General Electric refrigeration department and Russ Soda Fountain Company. GE has delayed its entrance into this field, says Walter E. Landmesser, manager of the commercial division, until able to overcome—through a high-pressure control system—such difficulties as insufficient cooling and excessive foaming.





## The Inevitable SWING

During periods of business bewilderment, men have always been tempted into the *by-ways* of selling.

Despite costly lessons, the search goes on for some *short-cut* . . . some trick of discount or allowance that may stem the tide . . . some medium that may miraculously *pay*, although it never did in the past.

One of the surest signs of the return to sound business is the inevitable swing back to the newspapers which *built* so many scores of successful businesses . . . and which, in the long run, *kept* them successful.

# NEW YORK JOURNAL

New York's **BEST READ**, and therefore,  
most **INFLUENTIAL** evening paper

NATIONALLY REPRESENTED BY RODNEY E. BOONE ORGANIZATION



## A Film Projector Priced for Universal Use

Sales managers, handicapped in the use of still-film projectors because of price—will welcome this new "Mighty Midget"—with new, radical optical development—big enough in power and light to take sales responsibility—low enough in price to meet the budget.

Large corporations can now increase sales by selling "Mighty Midget" to small dealers and salesmen.

"Mighty Midget"—simple in operation, weighs less than 1½ pounds.

A 1% increase in sales repays your investment—write for complete information at once.

**L. E. Davidson Picture Service**

775 Main Street

Buffalo, N. Y.

## Knowledge Overcomes Sales Resistance

Vital information on sales conditions and possibilities by sections and cities of the United States is reported every month in the Brookmire Sales and Credit Map service.

Many executives are using these facts to increase their sales.

The condition and outlook for agriculture, manufacturing, construction, mining, etc., by sections and states are covered thoroughly in every issue.

The manufacturer or sales agent or sales manager whose business course is influenced by agricultural conditions will find the Brookmire Sales and Credit Map a valuable aid in formulating manufacturing and selling programs.

The current issue of this Service will be sent on request without cost or obligation to you.

Address Dept. SM-57

**THE BROOKMIRE ECONOMIC SERVICE, Inc.**

Founded 1904

551 Fifth Avenue New York, N. Y.

Telephone: VAnDerbilt 3-2770

## WHEN REPEAL GOES OVER



Will it stop the present orgy of drunkenness?



For more than a century the great drink of the world has been the great drink of the world. The great drink of the world is the great drink of the world.

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For sobriety or drunkenness—Angostura presents the proper product.

## Angostura, in Campaign Against Drunkenness, Adds Liquor Lines

Plenty of pathos in recent newspaper copy of Angostura-Wupperman Corporation brought the problem of drunkenness-with-Repeal vividly before scores of thousands of wives and mothers. "How," asked one advertisement, "can the folly of intemperance be prevented?"

The use of aromatic alcohol in cooking was recommended. The ancient Egyptians, "one of the most temperate people of all times," did it. Angostura Bitters is the "modern way . . . Don't wait until it is too late! Buy Angostura now! Put it on the table where he can reach it."

Now it is announced that Angostura-Wupperman will start an advertising campaign, soon, through Paris & Peart agency, on Angostura dry gin, to be marketed through its subsidiary, Trinidad Products Corporation. Siebert's Bouquet Rum and the West Indian cordial, Carypton, also will be distributed.

## Help Contented Cows

A. P. Herold and H. C. Worden have become assistant sales managers of the Carnation ("Contented Cows") Milk Company, Milwaukee. For 17 years Mr. Herold has been sales manager of B. S. Pearsall Butter Company. Mr. Worden has had charge of sales of McGraw-Hill Publishing Company in 11 western states.

## Camel Joins ANA

R. J. Reynolds Tobacco Company, Winston-Salem, North Carolina, Camel cigarettes and Prince Albert smoking tobacco, has joined the Association of National Advertisers—S. Clay Williams, president, and C. W. Harris, vice-president, being the company's representatives.

**ANGOSTURA**  
no cocktail complete without it

For more than a century the brand, Angostura, has been a standard of unqualified excellence. 53 awards at International Expositions.

Prepared by H. H. THE KING OF ENGLAND

**ANGOSTURA DRY GIN**  
with this delicious, elegant aroma. Contains 40% alcohol (80 proof).

**SIEBERT'S BOUQUET RUM**  
Contains 40% alcohol (80 proof). Contains 40% alcohol (80 proof).

**CARYPTON**  
Contains 40% alcohol (80 proof). Contains 40% alcohol (80 proof).

Trinidad Products Corporation  
1200 Bay Street  
Telephone: Wilmington 5-1220

## General Motors Presents Its Knees to Nation's Newspaper Readers

"Engineers call it 'independent front wheel suspension,'" announces Alfred P. Sloan, Jr., president of General Motors, "but the simplest way to explain this new and revolutionary principle of design is to say that we have put knees on our automobiles."

"Each front wheel will be attached individually to the chassis by its own soft spring," Mr. Sloan adds. "When it encounters a bump or a hole it will rise or fall independently, as your leg is lifted or straightened by its knee without affecting your other leg or the equilibrium of your body. The result will be that the wheel, not the passenger, will get the jar."

GM's publicity people cannot tell SM exactly why there will be no knees on the back wheels. Perhaps it is because most of the weight is in front.

They agree, however, that even front knees are desirable. "Knee-action" advertisements, prepared by Batten, Barton, Durstine & Osborn, agency in charge of GM institutional copy, have appeared in "75 daily newspaper cities," most of them of more than 100,000 population. Metropolitan newspapers received, usually, a 1,500-line advertisement; others a 1,000-line. Reprints of the ad were sent by many newspapers to GM dealers in their areas. Automobile trade papers are running copy on this theme in December issues.

BBDO does not know how many additional advertisements on GM's knees are likely to appear.



## Vitex Puts Profit in Bread and Milk

(Continued from page 529)

not add Vitex to all their pasteurized milk. They prefer to use vitamin D milk as a means of gaining additional customers for each route. Growth, consequently, is not usually rapid, but it is steady, and it tends to annihilate the bug-bear of the dairy business—customer turnover.

"All results, of course, have not been equally stimulating," he concludes. "But almost without exception every licensee has found Vitex worth his while in lifting him out of the ruck of price competition.

"Later the Vitex process may be extended to other foods. But we intend to do a worth-while job with bread and milk first."

## Fair Put Chicago Trade \$129,000,000 "Ahead," Merchants Believe

Not only World's Fair concessionaires (SM, Nov. 15), but hotels, railroads and merchants serving Chicago are glad now that, after all, the fair was held.

Estimating that retail sales in the Chicago district this year will total \$1,292,000,000—or 60 percent of the \$2,153,626,553 achieved in 1929—merchants' associations believe that 10 per cent of this year's total may be ascribed to "World's Fair Prosperity."

Hotels in the Loop district have about 16,000 rooms; outlying hotels about 19,000 more. Previous to the World's Fair, for many months, the most of them were in distress.

After the fair opened, for 150 days, they operated very close to capacity. It is estimated that for 150 days these 35,000 hotel rooms sold for \$100,000 a day or a gross business for the period of \$15,000,000.

Railroads entering Chicago are now gathering figures and correlating them in an effort to find out what the fair meant to them. All that can be told at this time is that they carried approximately 4,000,000 people into Chicago during the fair months.

Various roads estimate that their passenger business, growing out of the fair, was from 25 to 50 per cent of the total. They estimate, and call it conservative, that each train rider spent for ticket \$10. Still conservative, then, it is probable that the railroads received as fare from Century of Progress visitors not less than \$13,500,000.

## THINGS ARE GETTING

# RIPE

## IN CAPPER COUNTRY

FACTS are facts. And here are a few substantiating the rising rural buying power in the world's greatest agricultural section:

66% of all Government wheat-allotment payments;

67% of all Government hog-allotment payments;

63% of all cotton acreage removed from production through Government benefits—apply to Capper's Farmer states;

45% of the U. S. farm income is in Capper's Farmer states;

\$452,000,000 will be the 1933 U. S. wheat income alone, against \$177,000,000 in 1932. Two-thirds goes to Capper's Farmer states.

## PRICE INCREASES

(Oct. 15, 1933 over Oct. 15, 1932):

Wheat . . . . . 84%	Cotton . . . . . 41%
Corn . . . . . 80%	Cottonseed . . 21%
Rye . . . . . 136%	Potatoes . . . 118%
Barley . . . . . 124%	Fruits and
Oats . . . . . 113%	Vegetables . 46%

Don't let anybody tell you this isn't progress. And it is only a forerunner! Capper's Farmer is the opinion molder and buying guide of nearly a million believing, upward-looking farm homes of a section undergoing the greatest transformation in its history.

# Capper's Farmer

Topeka, Kansas





## We've a Right to Be Chesty!

**WE** modestly bow to the Woman's Home Companion. It is the only woman's magazine that made a larger advertising gain in 1933 than HOUSEHOLD. Our gain over 1932 was 8,162 lines; theirs was 12,200 lines.

The Small Town Market and its Primary Medium came in for a good deal of attention from advertisers in 1933. HOUSEHOLD went on many magazine lists for the first time and remained on a lot of others that it had been on for a long time. An ever increasing number of advertisers, facing chaotic conditions in city markets, have turned to the Small Town Market for relief—and for business.

After all, more than half of the people in this country live in the Small Town Market. After all, city people can buy only so much merchandise. There comes a time in every business when more customers must be found. Probably never again will we see such lopsided media lists as we had in the careless, hectic "boom" days. National advertisers have got to do business with *more people* or go out of business.

HOUSEHOLD is solving this problem for a lot of manufacturers with its very substantial coverage in the Small Town Market. Circulation: 1,750,000. Arthur Capper, Publisher, Topeka, Kansas.

(IF YOU SELL THROUGH  
WHOLESALE, YOU HAVE  
SMALL TOWN DISTRIBUTION)

## Media Agencies

### Liberty Under the Maple

Whatever may be happening to *Liberty* in the USA (and *that's* not a bad story, either) the little weekly is going big in Canada. Look at the circulation record for the three more-than-2,000,000 US weeklies there, at the end of 1930, 1931 and 1932:

*S. E. Post*, 101,660; 81,528; 56,787  
*Collier's*, 75,690; 48,657; 31,472  
*Liberty*, 109,410; 116,510; 144,943

In other words, while *SEP's* Canadian circulation was dropping nearly half, and *Collier's* more than half, *Liberty's* was gaining about one-third. *Liberty's* Canadian circulation guarantee for 1933 was 160,000. Present circulation, reports Carroll Rheinstrom, vice-president, is 180,000. When you consider that Canada's population is about one-tenth of that of the US—and is predominantly rural and "news-paper-minded," the achievement of increasing circulation by 70,000 in three years is as prodigious as the addition of a cool million to the circulation of a 2,000,000 magazine here.

There is, of course, a "reason."

A couple of years ago—in the summer of '31—Canada imposed a pretty stiff tariff on the importation of US magazines. This was part of a growing spirit of independence up there which reached its zenith, probably, at the time of the British Empire Trade Conference last year. But Canada is Canadian even more than it is British, and especially than it is United Statesish. (We carefully avoid the word *American* here for Canada is as much America as is the US.)

The *Post* and *Collier's*, shipped through the tariff, sold in Canada for 10 cents. *Liberty*, on the other hand, anticipated the tariff, started its own printing plant on the other side, and was able to retail for a nickel. But there was more to the story than the tariff. *Pictorial Review* also started to print in Canada, and was able to sell for 10 cents while the other 10-cent US women's monthlies charged 15. And yet the Canadian circulation of the *Review* dropped from 181,909 in 1930 to 126,011 in 1931 to 73,703 in 1932. *True Story* went down in Canada, despite the fact that it didn't boost its price there.

The problem was not so much the tariff, *Liberty's* people thought, as the Canadian spirit of independence. If *Liberty* were to do anything in Canada, the doing had to be not United Statesish but Canadian. Harold Wise, advertising manager of *True Story*, is suspected of being the father of the Canadian *Liberty* idea.

The transition did not come sharply, however. The first changes were not so much in the interest of Canadian readers as of US advertisers. Of course, for advertisers who have only national distribution, the overflow circulation in Canada was waste. It was also waste for adver-

tisers who had different products, policies and prices in Canada. Automobiles sold in the United States, for example, were also sold in Canada. But the prices are different. Advertisers, getting Canadian requests they could not meet, raised hell.

So *Liberty* decided to permit advertisers, if they wished, to replate for Canada. When this idea met with success, they decided to make those 100,000-and-more copies weekly even more useful. They would make them Canadian.

In January, 1933, the Canadian *Liberty* was born. It appears to be the same magazine you buy here, but it isn't. The first change you detect on the cover, in addition to the word *Canada*, is their national maple leaf instead of our blue eagle. But sometimes there is an entirely different cover. Instead of a picture of President Roosevelt, for instance, and one of a Legionnaire struggling to button an Army coat over the accretions of 15 years, Canadian maidens, with snowshoes or other things, were used instead. (The girls looked a little dowdy to us, but we don't know Canada, beyond Windsor.)

The editorial page is written by a Canadian, about Canadian problems. "Vox Pop" is filled with letters from Canadians. The issue contains Canadian advertising as well as United States replates. Copy is changed to fit the market; coupons bear Canadian instead of US addresses.

When the Canadian issue was being decided on, and afterward, executives of Macfadden Publications—O. J. Elder, general manager; Fulton Oursler, editor of *Liberty*; Mr. Rheinstrom and others—went up to learn about the Canadians, in order to perform better their several jobs. They found Canadian advertisers hostile. US magazines had tackled that market before, and Canadian advertisers had supported them. But the Canadian people had not. They had preferred *MacLean's*, *Chatelaine* and others published by Canadians and edited expressly for them. The advertisers did not want to get stuck again. With an anti-US feeling high then, the *Liberty* people found the problem especially difficult. But they promised the advertisers not an imitation US but a Canadian paper—Canada's first weekly magazine. They would edit *Liberty* (we quote Mr. Rheinstrom) as a "force for the good of Canada."

Before they got through they had the Canadians singing "God Save *Liberty*!"

This did not mean the publication of a completely different magazine. But it meant the development and application of a more thorough understanding of Canada's people, advertisers and markets. Vice-president of Liberty Publishing Corporation of Canada, Ltd., Toronto, is one Wilbur Philpott. The Philpotts have been a household word in Canada ever since Wolfe trimmed Montcalm on the Plains of Abraham at Quebec in 1759. Wilbur's father was an eminent Canadian surgeon. One of his brothers (there were twelve sons originally) is now seeking nomination to become Prime Minister of Canada. Wilbur had had Canadian newspaper experience before he joined the *New York Daily News*. *Liberty* took him from the *News* and sent him up to Toronto again, in charge of business there.

Editor of the Canadian *Liberty* is one



Wilbur Philpott



whose identity Mr. Rheinstrom dares not divulge. He is a leading Canadian journalist who prefers to remain incognito. He passes on Canadian manuscripts (some of the stories and articles are different in that issue) and reads and corrects Mr. Oursler's handiwork carefully from the Canadian standpoint. The horsey misadventures of the Prince of Wales, for example, may be funny to us, but to Canadians . . . ! Mr. Philpott, similarly, passes on the advertising. He exercises a rigid censorship, incidentally.

From an advertising standpoint the Canadian *Liberty* has done pretty well. Certain US advertisers—like Pontiac cars, Stewart-Warner radios, Underwood typewriters—use only the Canadian edition. Then there are strictly Canadian advertisers, like Buckingham cigarettes and Dr. Plumb's pipes. Many US advertisers, using both the US and Canadian editions, now make changes for Canada. The most frequent changes, of course, are the dropping of the Blue Eagle and the substitution of Canadian addresses. "Made in Canada" also is stressed. But Bristol-Myers combines separate half-pages for Vitalis and Ipana into a full page for Ingram's shaving cream in Canada. Kleenex replated an ad to emphasize a special price offer to Canadians. Bayer aspirin's man appeal in the US becomes a woman appeal there.

Volume of advertising in the Canadian *Liberty* has held pretty steady this last year. Its total for the year November, 1932, through October, 1933, has been 512 pages—as against 492 pages for *MacLean's*, a fortnightly magazine, which ranged second; 413 for *Canadian Home Journal*; 318 for *Chatelaine*; 279 for *National Home Monthly*, and 210 for *Canadian Magazine*.

When the Canadian issue was formally launched a year ago a two-year budget was made for it. *Liberty's* magnates hoped that income would exceed outgo by the end of 1934. But already the issue is making a "good profit" on operations. Another office may be opened soon in Montreal.

#### Misc.

George McClelland is not yet ready to talk about his "third" broadcasting system (SM, Nov. 15). Because radio stations usually have only verbal agreements with their networks, radio people believe Mr. McClelland may be able to draw some important deserters from NBC and CBS ranks. He is located at 21 East Fortieth Street. . . .

A New York wholesale grocer and wholesale druggist—R. C. Williams & Company and Schieffelin & Company—may become national advertisers soon, on behalf of certain imported beverages for which they have obtained US sales rights. . . .

There has been some disagreement as to what Eric Hodgins, now associate editor of *Redbook*, will do when he joins *Fortune* January 1. Walter Winchell said that he would be managing editor. Mr. Hodgins tells SM that he would be "co-managing editor," with Ralph Ingersoll, incumbent. Henry Luce, publisher of *Fortune*, tells SM that Mr. Ingersoll will be the managing editor, with Mr. Hodgins having other executive duties. At any rate, they all agree that Mr. Hodgins' presence is a sign of expansion, somehow. . . .

After all these years with Calkins & Holden, Hudnut has placed its account with BBDO. . . .

Jay E. Mason, publishing director of *Business Week*, joins Provident Loan Society, and Dwight Mills, advertising manager, assumes Mr. Mason's responsibilities. Mr. Mills, former eastern manager of the Shaw publications, came over to BW as a.m., when McGraw-Hill acquired *System* four years ago. . . .

Louis C. Stone, former editor of *Building Investment*, now editor-manager of *Building Operation*, published by the Real Estate Association of New York, has worked out an "editorial wedge" to win advertisers. Publicity in the paper for the advertised product is part of the plan. The paper (250 Park Avenue) has 11,400

circulation, wholly among building owners. . . .

"Because of competitive products," the account of the Munsingwear Corporation has been switched from Aubrey, Moore & Wallace, Chicago, to Roche, Williams & Cunningham, there. A, M & W will continue to handle Wayne Knitting Mills, Munsingwear subsidiary, and Vassar Swiss Underwear Company, of which George Rutledge, president of Munsingwear, also is head. . . .

Advertising agents for United Drug Company for 14 years prior to 1931, Street & Finney, New York, have been reappointed. Magazines, farm papers, newspapers, radio, displays and direct mail in 1934—largely on the Jonteel line of toilettries.

## Horace I. Bowne

### Editor-in-Chief



Effective with the December issue, *Modern Distillery* changes its name to *Bowne's Wines & Spirits*. At the same time Horace I. Bowne, himself, becomes editor-in-chief of this outstanding publication named in his honor.

The spectacular development of Bonfort's Wine & Spirit Circular in the years prior to prohibition is but one tribute to the world recognition of this dynamic leader.

With this background of performance, with the same editorial leadership, with modern publishing advantages—nothing is left undone in *Bowne's Wines & Spirits* to provide the greatest advertising medium in its field.

## BOWNE'S WINES & SPIRITS

205 E. 42nd St., N. Y. C. 333 N. Michigan Ave., Chicago



Eric Hodgins

# Sales Letters

BY MAXWELL DROKE

## Phoney "Personalized" Letters Raise the Prospect's Ire

I have always entertained a great deal of admiration for Don Quixote, the valiant windmill warrior, and champion of lost, strayed and misplaced causes. I, too, have done my full share of crusading to right the wrongs of this imperfect world. And with about the same degree of success that commonly attended the efforts of the good don. I "have a little list" of evils that should be summarily banished from this mundane sphere. And well nigh the top stands the artificially personalized business letter. So you can well imagine the joy with which I encountered, in a recent mail, an exchange of correspondence between a certain printing company and Mr. N. T. Booth, president of Deemer Steel Casting Company, of New Castle, Delaware. Exhibit A is the letter which the company wrote to Mr. Booth:



Maxwell Droke

"Mr. Blank, our Sales Manager, the other day, asked me 'Have we ever made letterheads for the Deemer Steel Casting Company?'"

"No," I answered, "we have not."

"Why?"

"I can't tell you, Mr. Blank; I know the Deemer Steel Casting Company is a peach of a concern, progressive and up-to-date, and there must be some reason."

"Well," said Mr. Blank, "It's up to you now, George; go ahead and find out why—and if it will be any inducement to the Deemer Steel Casting Company, tell them that I should be glad personally to supervise a new design for them."

"When Mr. Blank says that, gentlemen, he means every word of it. If I were purchasing a letterhead for an organization, knowing the facts as I do know them, I should consider this a wonderful opportunity—one to be made use of."

"However, you may have perfectly good reasons for not changing, and it's up to me to find out. Will you help me out, so that I may tell the boss?"

"Your answer would certainly be appreciated. I know you'll be glad to advise me, and perhaps you may wish to avail yourselves of Mr. Blank's offer of assistance to you."

And here is Mr. Booth's response, after surveying this masterpiece of ingenious persuasion:

"Your recent letter was interesting reading, up to the point where you told Mr. Blank that the Deemer Steel Casting Company was a 'peach of a concern, progressive and up-to-date.' You may be sure of your statement, but it sounds to me like a lot of bunk, gotten up to appeal to the pride of

## Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

some susceptible prospect. Of course I do not believe that you told Mr. Blank what you have said, but that is neither here nor there.

"Have you asked yourself the question of why you should sell us letterheads? It has always seemed to us that the vendor should present his case, rather than seek an explanation as to why a purchase has not been made."

"The above statement may or may not be of interest to you, and frankly we are pretty well satisfied with the rather plain, orthodox letterhead which we are now using."

"If you care to, you might quote us on 5,000 to 10,000 letterheads, same design and quality as the sheet upon which this letter is written."

Many weary months have passed since this letter was dictated—and Mr. Booth is still awaiting a reply!

\* \* \*

Browsing through Arnold Bennett's *Journal*, the other evening, I found this quotation from the scientist Darwin, to a correspondent, in the year 1863. It might well serve as a pattern for the aspiring letter-writer in this day and age: "I never study style; all that I do is to try to get the subject as clear as I can in my own head, and express it in the commonest language that occurs to me. But I generally have to think a good deal before the simplest arrangement and words occur to me."

## Forthright Sales Talk Wins in Ballyhoo-Sick Market

Apropos of my recent plea that letter-writers cease trying to conceal the fact that they have something to sell, and make a forthright bid for business, Orson Angell, director of promotion for the magazine *Nation's Business*, sends me an appreciated endorsement—and one of their own letters which well illustrates the new order of the day. "It is difficult," he points out, "to check the genesis of orders for advertising space, but our October issue was 40 per cent ahead of October, 1932, and we are disposed to give the letter some credit." So am I! I quote as much of it as space will permit:

"This letter is to ask for an order. Not 'eventually' but for our October issue."

"For the first time in nearly four years, the tides are favorable. The business that

can keep afloat will undoubtedly be carried in the right direction. But your organization, I'm sure, will want to do some vigorous swimming on its own part."

"That is why I hope to have your advertising in our October issue. Business generally is moving upward. Your own field should soon feel the lift from the government's three billion dollar public works program. Well-planned advertising will add momentum to those forces already working in your favor."

"You should be in *Nation's Business* because it, too, is on the upswing . . . (here follows an analysis of the publication, its accomplishments and position in the business world)."

"Your advertising in October will catch the crest of a rising tide. Your reservation order can be accepted as late as September 1. If necessary, we can wait until September 5 for copy and plates."

"Will that be time enough?"

"Cordially yours,"

## What the Well-Answered Questionnaire Will Wear

One of my correspondents raises the question as to what is a fair return on a questionnaire, where a stamped envelope, card or business reply form is enclosed. It is one of those questions to which there is no adequate general answer. A great deal depends upon the nature of the questionnaire; the type of persons addressed; the degree of interest which they have in the subject; the amount of time required to answer the questions; whether or not these questions involve the dissemination of confidential or semi-confidential data; and perhaps most important of all, the reward offered or benefits accruing to the persons responding.

Sometimes a clever touch, a glint of humor, will serve to enliven an otherwise lifeless questionnaire, and materially increase the number of responses. This was the case, some years ago, when the magazine *Time* "inquisitioned" a cross-section of its subscribers with the now-famous "Do You Own a Horse?" questionnaire. It was quite a complicated form, and no reward or inducement was offered for its return, but the light and airy approach served to disarm the objectors, and returns were phenomenal.

My correspondent, in this case, sent a letter with a Governmental postal card as an enclosure, asking three pertinent questions of automobile dealers in small towns. No reward or inducement. A return of 25 per cent was secured. I consider this quite gratifying under the circumstances.

\* \* \*

Another of our utopian dreams is the notion that we shall some day be able to impress upon the public mind the distinction between *post card* and *postal card*. The first term denotes a private mailing card; the second may be correctly applied *only* to the penny cards supplied by the Government.

Class is dismissed.





Can a "*beauty soap*"  
make a beauty?

Youth and beauty forever—from "mysterious ingredients," or magic "beauty oils"—greet you from the printed page.

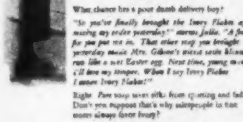
"A complexion soap cannot perfume, moisturize," he will tell you. "A soap cannot keep the skin young with mysterious ingredients. It cannot feed the skin with oils. A soap's duty is to cleanse. To cleanse gently, a complexion soap must be pure."

\* Gentle cleansing—4 mils. max.

Do you know any soap as famous for its purity as Ivory?

The "youth" of your skin is mostly fine texture. If you use an impure soap, you coarsen your skin day by day. But a pure fine soap gives you the gentle cleansing that helps you keep your skin

Ivory Soap will not give you a Grecian nose, nor change the shape of your face. But it does give you the cut quality in soap which doctors insist on — purity. Ivory cleanses gently with its pure lather. And all over America you find charming women with smooth fine skins who can truthfully say, "I've used Ivory Soap since I was a baby."



"So you've finally brought the Ivory Flakes after missing my order yesterday," starts Julia. "A few for you put me in. That other stuff you brought yesterday made Mrs. Gibson's sweet teeth blow run like a hot Easter egg. Next time, young man, I'll have my stomper. When I say Ivory Flakes I mean Ivory Flakes!"



"Carole!" orders Bobby in a loud, hoarse whisper. He pitches a take of ivory out of the window. "Okay!" answers

"What a cruel! The cause of it all is a pink soup fish!"

"Mrs. Rolland sent it for Jerry's birth," says Mrs. Gibson, greatly distressed.

"I have to burn her feelings,"

norm, but do you think—"

"I do not, ma'am," says Nurse Tibbit.

with the firmest that makes her comically. "You know that Dr. MacRee said only to use pure white linen on Jerry's sensitive skin. Why don't you just dispose of that fish, Mrs. Gibson and—end—just be as careful with Mrs. Rolland!"

"So, what does this mean?" asks Mrs. Schurz. Buddy acts embarrassed but unrepentant. "That's Jim Steller—the new fellow. He's all right, but his mother hands out very perfumed soap. Jim just got through giving a guy who called him 'Flower.' So I gave him some soap."

Every month more because it comes up with plenty of fresh lathers! Leaves no odor of any kind—just fresh cleanliness.

# Ivory Soap

99.4%...<sup>o</sup> PURE - IT FLOATS

**Yoo-hoo, Prof. Tugwell!** Here's one advertisement you ought to like! Ivory soap's mellowed appeal based on purity and cleansing power is a good story and they're sticking to it, leaving what are more-often-than-not extravagant beauty claims to competitors.

## "Tremendous Increase" in Sales Throws Majestic Into Receivership

Grigsby-Grunow Company (Majestic products), Chicago, has gone into receivership—but a voluntary and friendly receivership “occasioned solely by the tremendous increase in sales volume.” The quotes are from John F. Ditzell, Majestic’s general sales manager.

Hastening to apprise dealers and distributors of the true circumstances surrounding the receivership, the company this week sent to all of them the following telegram:

"Through a petition filed in equity in the United States District Court, Chicago, and to which we consented, Leroi J. Williams and Thomas L. Marshall were appointed operating receivers for the Grigsby-Grunow Company. It should be made clear this is not bankruptcy but a proceeding in equity. This was occasioned solely by the tremendous increase in our sales volume which in fact has placed us in a leading position in the industry.

Continued operations of this company are assured on sound business policies. The receivership will permit a prompt reorganization of our finances; also a definite program of permanent financing which will be

consistent with the increased business Majestic is now enjoying. Majestic will be in a better position to serve you and the action will make possible increased manufacturing operations and more effective advertising and selling plans, all of which will become immediately effective.

"In January Majestic will announce new and extensive radio plans as well as the most sensational line of refrigerators ever introduced.

"The action that has just been taken relieves us of the burdensome handicaps under which we have been laboring for the past three years. It clears the track for full speed ahead and Majestic can now do all of the things that assure distributors and dealers an unsurpassed product at the right price and with unequalled merchandising plans. We are enthusiastic and confident that this action will make possible the greatest era of prosperity in the history of Majestic. We are depending upon your continued support and cooperation. (Signed) John F. Ditzell, General Sales Manager."

SM for November 15 carried a report that Grigsby-Grunow sales for October totalled 66,543 sets—150 per cent more than in October of last year and the fifth consecutive month in which the company's sales showed a substantial increase over the corresponding month of 1932. They have been advertising extensively.

**WIN 1934 BUSINESS**  
*with this*  
**Christmas**  
**Gift**



**SALES MANAGERS!** Christmas affords an opportunity of telling customers that you appreciate their patronage.

Take customer inventory at Christmas—as in January you take stock inventory. Men like to be thought of personally and practically—with a gift that is individual and well chosen.

## A BUSINESS-LIKE GIFT

AUTOPOINT pencils are a Christmas Business Gift that create impressions that long outlive their causes. They inject year round sales value. "Just What I Needed"—"At Last I Have Something I Can Use"—"Darn Nice Of Jones To Think Of Me In That Way", says the customer.

**Have You . . .  
A HUNDRED  
BUSINESS FRIENDS?**

Just a suggestion—distribute **AUTOPPOINTS** imprinted with —

**WE APPRECIATE YOUR  
PATRONAGE**  
(Your Firm Name)

**CORDIAL GREETINGS**  
**CHRISTMAS 1933**  
(Your Firm Name)

**NEW REDUCED QUANTITY PRICES**  
*Maintaining AUTOPOINT Quality*

Revised 1934 line offers range of colored Bakelite barrels. Because of patented features — AUTOPPOINTS always work. Never clog, jam or otherwise get out of order. They please better than you think. Try one yourself. The coupon is for Executive use. Attach your *firm letter-head* and mail. Sales Plans and Prices will accompany pencil.

**Autopoint Company**  
1801 Foster Ave. Chicago, Ill.

*Firm Name* .....

*Address* .....

*Christmas Business Imprint*

.....

*Executive Title* .....

*Hand Signature* .....

S-M-12-1-73

**ALL RELIABLE STATIONERS RETAIL AUTOPOINTS**

# The Postman Whistles

## Reprinting—Authorized and Promiscuous

I AM taking this opportunity to write to you concerning an injustice which has been done our Association in an article which appeared in a recent issue of your magazine. The story refers to the general and unauthorized use made by various trade organizations of an article which originally appeared in SALES MANAGEMENT last December. Among the associations criticized for their lack of courtesy and lack of knowledge concerning copyright laws, our organization was given a very prominent place.

I am enclosing for your information a copy of our bulletin in which this reprint appeared, and you will notice that proper credit is given SALES MANAGEMENT as the original source. In our bulletins we try to summarize for our members the best thoughts and ideas appearing in various publications. Whenever material other than our own is used we invariably give credit to the publication from which the material was secured. It has always been our thought that this procedure was helpful rather than harmful to trade publications. We have found SALES MANAGEMENT much better than the average in its editorial content and consequently have used material from its pages on several occasions.

In the early days of our bulletin we called your offices on several occasions asking for specific permission to use such material, and we were given authority to do so providing proper credit was noted. If I am to presume that such permission has been withdrawn with the publication of this article, we will, of course, in the future refrain from using any material which you may publish.

W. F. WILLIAMSON, *Secretary-Manager,*  
*Associated Coffee Industries of America,*  
*New York City.*

(In answer to this odd mixture of praise and censure, SALES MANAGEMENT hastens to acknowledge the credit given by the ACIA Bulletin for the article in question—the much reprinted “Why I Lost that Order.” Our chiding in the October 20 issue—“Strike Us Pink—a Record Has Fallen”—should have been more accurately directed to those who lifted our story from the coffee folks without taking the credit line along with it. By no means are reprint privileges withdrawn. Where such privileges are desired, it will save embarrassment, oftentimes, if would-be users will drop a note to—THE EDITORS.)

## “Tips” Takes a Bow

THE review given of “Selling the West” in SALES MANAGEMENT, November 1 issue, is very much appreciated not only for its timeliness but also for the excellent style with which the book has been analyzed and revealed. Thank you very much indeed!

You will be interested to know that already several inquiries have been received. One of them asks for “Land of Vast Distances, Great Contrasts, Tremendous Sales Potentials.” Maybe we overlooked a title idea.

ROY FROTHINGHAM, *Sales Promotion Manager,*  
*National Broadcasting Company,*  
*San Francisco, California.*

## Endurance Record

IN SALES MANAGEMENT for November 15, 1933, on page 468, there is an item about a life insurance agent producing at least one application a week for one thousand consecutive weeks.

This is a most commendable record and we do not wish to detract in any way from the credit due the agent, but at the same time we cannot accept the statement which appears in the first paragraph, “So far as veterans in the business can recall, this record for consistent business production has never been equaled by any life insurance company.”

In August, 1933, a Mutual Benefit agent completed twenty years of consecutive weekly production, which aggregates more than one thousand weeks. This agent is Pierre M. West, who is associated with Johnston and Clark, general agents for the Mutual Benefit at Detroit. Items in the enclosed copy of the Honor Roll

and *The Pelican*, our agents' magazine, are marked for your attention.

A record completed in August, 1933, is not so far back that veterans in the business cannot recall it, especially when that record was announced in sundry metropolitan daily newspapers as well as at least twelve leading insurance journals.

RONALD JUMP, *Assistant Editor, "The Pelican"*  
*Mutual Benefit Life Insurance Company,*  
*Newark, New Jersey.*

(We apologize to our readers and to Mutual Benefit for not having checked our dogmatic statement before publication. Now, having had the matter called to our attention, we have found the record and selling philosophy of Mr. West so interesting that we have decided to publish an interview with him in a forthcoming issue of SM.—THE EDITORS.)

## Are Salesmen Market-Potentials Conscious?

IN your issue of October 10 there was an article entitled “How 200 Firms Handle Salesmen's Reports.” This interested me very much and I wonder whether it would be possible for me to secure further information on one point: namely, the number of companies which made a special provision on the report form for salesmen's estimates of the potential business of each customer and prospect called upon.

I know a few concerns, largely manufacturers of industrial products, who are using their call report systems as one method of gauging market demand and appear to be well satisfied with the results. I would certainly appreciate any information that you might be able to give me concerning the extent of this practice among the 200 companies covered by your study.

ROSS M. CUNNINGHAM, *Instructor in Sales Management,*  
*Graduate School of Business Administration,*  
*Harvard University,*  
*Boston, Massachusetts.*

(Upon making a re-check of reports in the survey mentioned, it was found that very few concerns were asking for any estimate of possible total business that might be expected from any customer over a stated period. It would seem that such a practice would encourage salesmen to think of outlets in terms of market potentials rather than solely in terms of immediate business, and might, therefore, have a beneficial effect upon the men's work. Can any company now using this element in regular reports from salesmen, report whether this has been true or not?—THE EDITORS.)

## “No Men” Are Hastened on Way Out

F. L. STEINHOFF, vice-president of Industrial Publications, Inc., turned a recent SALES MANAGEMENT article (“Bum's Rush for ‘No’ Men, Acme Head Recommends,” SM Oct. 20, 1933) into a neat piece of promotion for his group of business papers (*Brick and Clay Record, Building Supply News, etc.*). To a reproduction of the article, this letter was attached, and mailed to customers and prospects:

Here's one of those gems—thanks to SALES MANAGEMENT—which stops the thinking executive and makes him ponder.

You will probably want to pass this article around your organization to arrest any tendency toward a habit inherited from three years of drastic deflationary movements.

Just as it was poor judgment in 1929 to allow wasteful spending so it is now unwise to maintain restrictions that *throttle growth*.

The “No” man period is obsolete. Defeatism and despair are now passé. Good business strategy demands that business face the present with an optimistic and hopeful attitude.

Your salesmen will like this article too. A limited number of copies of this reprint are available for distribution to your salesmen—you are welcome to these while our supply lasts.

\* \* \*

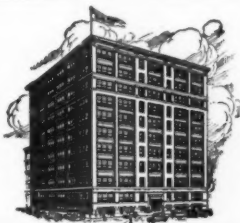
YOUR issue of October 10 is packed with meaty articles suggesting better methods of distribution. It is the most useful issue, to me, of your many useful ones.

J. D. LANGMUIR, *Manager of Sales Research,*  
*Nashua Gummed & Coated Paper Company,*  
*Nashua, New Hampshire.*



## Printing and Advertising Advisers

We assist in securing catalogue compilers, advertising men, editors, or proper agency service, and render any other assistance we can toward the promotion, preparation and printing of catalogues and publications



## DAY and NIGHT Operation

The best quality work handled by daylight. You will find upon investigation that we appreciate catalogue and publication requirements and that our service meets all demands. Our printing plant is one of the largest and most completely equipped in the United States.

# CATALOGUE AND PUBLICATION PRINTERS

### Our SPECIALTIES

(1) Catalogues, (2) Booklets, (3) Trade Papers, (4) Magazines, (5) House Organs, (6) Price Lists, (7) Also Printing Such as Proceedings, Directories, Histories, Books and the like. Our complete Printing Equipment, all or any part of which is at your command, embraces:

#### TYPESETTING

(Linotype, Monotype and Hand)

#### PRESSWORK

(The Usual, as well as Color)

#### BINDING

(The Usual, also Machine Gathering, Covering and Wireless Binding)

#### Mailing - Electrotyping Engraving - Designing Art Work

If you want advertising service, planning, illustrating, copy writing, and assistance or information of any sort in regard to your advertising and printing, we will be glad to assist or advise you. If desired, we mail your printed matter direct from Chicago—the central distributing point.

Artists : Engravers : Electrotypers

## Make a Printing Connection with a Specialist and a Large and Reliable Printing House

Business Methods and Financial Standing the Highest. (Inquire of Credit Agencies and First National Bank, Chicago, Illinois)

### PROPER QUALITY

Because of up-to-date equipment and best workmen

### QUICK DELIVERY

Because of automatic machinery—day and night service

### RIGHT PRICE

Because of superior facilities and efficient management

Our large and growing business is because of satisfied customers, because of repeat orders. We are always pleased to give the names of a dozen or more of our customers to persons or firms contemplating placing printing orders with us. Don't you owe it to yourself to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let Us Estimate on Your Next Printing—The LARGE and the SMALL ORDERS

(We Are Strong on Our Specialties)

## Printing Products Corporation

### Executives:

LUTHER C. ROGERS, Chairman  
Board Directors  
A. R. SCHULZ, Pres. and Genl. Mgr.  
W. E. FREELAND, Sec. and Treas.

Telephone Wabash 3380

CATALOGUE AND PUBLICATION PRINTERS  
ARTISTS, ENGRAVERS, ELECTROTYPERS

Polk and La Salle Sts., Chicago, Ill.

### Executives:

H. J. WHITCOMB,  
Vice President Publication Sales  
J. W. HUTCHINSON,  
Vice President Catalogue Sales

### Our SERVICES

#### Use New Type for Catalogues and Advertisements

We have a large battery of type casting machines and with our system—having our own type foundry—we use the type once only, unless ordered held by customers for future editions.

#### Clean Linotype and Monotype Faces

We have a large number of linotype and monotype machines and they are in the hands of expert operators. We have the standard faces, and special type faces will be furnished if desired.

#### Good Presswork

We have a large number of up-to-date presses—the usual, also color presses—and our pressmen and feeders are the best.

#### Binding and Mailing Service

We have up-to-date gathering, stitching and covering machines; also do wireless binding. The facilities of our bindery and mailing departments are so large that we deliver to the postoffice or customers as fast as the presses print.

## "Bon Bon Box" of Pipe Fittings Helps Devlin Speed Up Sales

By selecting the "most essential sizes of pipe fittings and nipples, packing them in the most practical assorted sizes and labeling them specifically for proper identification," Thomas Devlin Manufacturing Company, Burlington, New Jersey, has succeeded in increasing the sale of its Devlin fittings and Fretz nipples in "95 per cent of our sales outlets," G. P. Cartwright, president, reports to SM.

Though the good old days when the master plumber bought these products by the "fistful, shovelful, bucketful or any other measure that might have been handy" are long dead, Mr. Cartwright indicates, even the problem of placing orders in specific quantities was formidable.

"Numerous sizes, various types, different materials of these products—each representing a multiplicity of prices and discounts—tended to make the sale of these products more painful than profitable.

"Loose fittings and nipples were kept in bins in the jobber's establishment. When an order was placed the

counterman had to go to each of these bins, count out the quantity ordered, figure price and discount on each item, before the sale was consummated. To calculate a dozen different prices and discounts when filling one order was not an extraordinary procedure. This was true between jobber and plumber and between manufacturer and jobber.

"It was like selling penny candies—when we could have been selling bon-bons," Mr. Cartwright points out.

"This difficulty went far beyond the counterman and his sale to the master plumber. There was the jobber himself or his assistants who entered purchase orders, some of which ran four and five pages in length. And when it was all finished it oftentimes amounted to less than the salary of the ordinary stenographer. And, speaking of stenographers, we value their friendship and cordial assistance too highly to antagonize them. We found actual instances where the girl in charge of the office recognized our representative as the 'pest who always required a five-page purchase order,'

and our prestige suffered not a little by it.

"So after careful study, we selected the most essential sizes of each product—fittings and nipples—and packed them in assorted sizes, in corrugated cartons. We arranged 21 different assortments of Devlin fittings and two of Fretz nipples—to which we have recently added Devlin circulating boiler fittings in cartons.

"Now the plumber purchases 100 units in one carton of Fretz nipples. It contains 11 different sizes in various quantities most needed in today's market. But instead of calculating 11 different prices and discounts, the jobber has but one.

"Furthermore, if the purchaser orders less than carton quantities, the jobber has a real opportunity to plus the sale by selling an unbroken carton and thereby increase his volume and turnover.

"By the simple expedient of a corrugated carton and a little forethought in manufacturing and merchandising, we have increased sales and have made our customers 'enjoy' writing orders.

"For larger quantities, of course, we recommend the bulk sale.

"Even so, we find it pleasant to get more smiles from the stenographers!"

# 117 Bright Spot Cities

## Business Activity as Measured by Bank Debits

**B**USINESS in October improved over September in relation to the preceding year, and the national average gained 2½ per cent. The improvement as in September was most marked in the section below the Mason-Dixon Line, and 47 per cent of the cities listed below are in that section. New England, which was among the first sections to show stabilization in 1932, is naturally finding it more difficult to make big gains at this time but its year to date standing is well above the national average.

The Minneapolis District led the parade with an October figure of 119.6 per cent of last year, followed by Dallas, 112.6; St. Louis,

110.2; Kansas City, 110; Chicago, 109.2 and Atlanta, 106.8.

Relative standing is the relationship of the individual city or district for the current month with the country as a whole. The cities presented herewith are those which equal or exceed the national average. The complete list of 262 leading cities is available monthly at a subscription price of \$2.00 a year. Copies are sent by first-class mail on the 20th of each month.

Ask for a sample copy of "Complete City Bank Debits Special Service." Address Statistical Department, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

	BANK DEBITS ('33 as of '32)				
	Trading Area Pop. (000 omitted)	Sept. %	Oct. %	Yr. to Date %	Relative Standing
U. S. A. Average (excl. N. Y. C.)	.....	103.8	106.3	93.5	100
<b>Boston F. R. District</b>	.....	106.3	94.1	94.7	89
Hartford, Conn.	458	102.2	112.7	97.3	106
Waterbury, Conn.	173	128.5	121.4	97.7	114
Bangor, Me.	32	116.6	122.7	104.0	115
Manchester, N. H.	174	108.5	107.9	95.9	102
<b>N. Y. F. R. District (excl. N. Y. C.)</b>	.....	103.7	104.5	91.7	98
Stamford, Conn.	81	114.4	117.0	94.0	110
Albany, N. Y.	510	127.5	118.0	97.1	111
<b>Philadelphia F. R. District</b>	.....	97.6	106.0	94.1	100
Harrisburg, Pa.	262	116.7	114.0	104.4	107
Lebanon, Pa.	67	112.7	114.2	94.0	107
Philadelphia, Pa.	3,527	97.2	108.8	96.2	103
York, Pa.	167	111.0	107.2	90.4	101
<b>Cleveland F. R. District</b>	.....	104.6	101.8	90.4	95
Canton, O.	290	132.5	110.9	112.4	105
Columbus, O.	654	113.3	107.1	93.1	101
Middletown, O.	51	109.3	113.8	101.2	108
Steubenville, O.	150	122.6	108.0	92.3	102
Youngstown, O.	300	124.0	109.5	95.7	103
Pittsburgh, Pa.	2,000	106.5	111.5	97.1	104
Wheeling, W. Va.	170	111.1	107.0	100.0	101
<b>Richmond F. R. District</b>	.....	90.1	96.5	87.1	91
Cumberland, Md.	195	110.3	115.5	92.8	109
Hagerstown, Md.	130	105.0	110.5	85.2	104
Asheville, N. C.	379	120.3	112.2	97.1	105
Charlotte, N. C.	650	108.8	125.6	80.9	118
Durham, N. C.	250	142.7	170.6	133.6	160
Raleigh, N. C.	381	113.0	113.6	94.5	106
Winston-Salem, N. C.	443	102.4	125.7	108.0	111
Columbia, S. C.	300	127.8	115.8	111.4	118
Greenville, S. C.	160	99.0	129.6	103.4	122
Danville, Va.	160	110.5	107.2	97.9	101
Lynchburg, Va.	100	102.1	106.5	81.5	100
Newport News, Va.	364	100.7	118.7	93.1	112
Norfolk, Va.	313	93.9	108.4	98.0	102
Richmond, Va.	344	108.7	125.6	100.0	118
Charleston, W. Va.	175	100.0	105.8	89.2	100
Huntington, W. Va.	.....	100.4	106.8	90.8	100
<b>Atlanta F. R. District</b>	.....	100.4	106.8	90.8	100
Birmingham, Ala.	742	106.0	108.4	90.7	102
Dothan, Ala.	300	103.2	108.4	101.4	102
Montgomery, Ala.	470	121.4	135.1	104.8	127
Jacksonville, Fla.	313	114.7	111.8	99.2	105
Miami, Fla.	164	110.7	112.8	98.2	106
Pensacola, Fla.	75	120.2	122.3	104.4	115
Tampa, Fla.	335	104.4	112.0	89.6	105
Albany, Ga.	260	85.0	107.8	82.2	102
Atlanta, Ga.	1,341	114.9	117.6	110.4	111
Augusta, Ga.	387	127.0	110.4	94.1	105
Brunswick, Ga.	65	109.3	107.8	93.7	102
Columbus, Ga.	202	109.6	120.0	100.0	113
Elberton, Ga.	.....	92.2	110.4	84.8	104
Macon, Ga.	300	100.1	126.7	97.2	119
Newnan, Ga.	.....	105.8	141.4	126.7	133
Valdosta, Ga.	16	128.6	114.9	109.3	107
Hattiesburg, Miss.	178	129.8	107.2	98.5	101
Vicksburg, Miss.	23	119.0	147.0	112.6	138
<b>Chicago F. R. District</b>	.....	105.3	109.2	91.1	103
Chicago, Ill.	4,532	109.2	115.5	99.0	109
Peoria, Ill.	210	109.9	116.0	94.0	110

	BANK DEBITS ('33 as of '32)				
	Trading Area Pop. (000 omitted)	Sept. %	Oct. %	Yr. to Date %	Relative Standing
Rockford, Ill.	353	143.3	137.3	105.4	130
Gary, Ind.	241	140.3	182.6	97.2	172
Dubuque, Ia.	283	125.4	108.2	76.9	101
Sioux City, Ia.	782	125.4	115.5	102.5	107
Waterloo, Ia.	200	178.5	155.2	94.0	144
Bay City, Mich.	118	74.4	119.3	68.1	112
Milwaukee, Wis.	1,226	111.4	113.6	101.7	107
<b>St. Louis F. R. District</b>	.....	101.5	110.2	95.1	104
Ft. Smith, Ark.	165	102.0	108.0	93.8	101
Helena, Ark.	85	86.0	126.5	105.8	119
Pine Bluff, Ark.	189	96.7	123.5	98.1	116
<b>East St. Louis and Nat. Sk. Yd., Ill.</b>	.....	111.0	108.9	92.8	102
Evansville, Ind.	444	107.3	107.7	91.9	101
Louisville, Ky.	708	112.5	111.3	102.2	105
Owensboro, Ky.	148	109.4	106.6	81.0	100
Greenville, Miss.	15	95.8	139.1	95.2	131
St. Louis, Mo.	1,465	99.8	106.0	93.0	100
Memphis, Tenn.	927	94.8	126.6	100.4	119
<b>Minneapolis F. R. District</b>	.....	114.3	119.6	109.0	113
Minneapolis, Minn.	567	121.7	129.6	119.1	122
St. Paul, Minn.	366	104.1	108.5	92.1	102
So. St. Paul, Minn.	35	134.7	113.8	90.9	107
Winona, Minn.	60	115.6	107.4	96.3	101
Billings, Mont.	13	108.7	116.0	98.9	109
Grand Forks, N. D.	161	90.2	128.3	68.5	121
Jamestown, N. D.	80	110.5	105.9	95.4	100
<b>Kansas City F. R. District</b>	.....	107.4	110.0	98.7	103
Colorado Springs, Colo.	54	103.7	106.7	90.9	100
Denver, Colo.	375	108.6	108.8	98.7	102
Pueblo, Colo.	103	96.7	156.6	88.8	147
Hutchinson, Kans.	75	95.4	114.0	94.7	107
Independence, Kans.	40	161.4	117.2	74.4	110
Topeka, Kans.	350	90.9	110.4	95.0	104
Kansas City, Mo.	900	113.4	113.1	102.0	107
St. Joseph, Mo.	306	122.2	119.6	100.0	113
Bartlesville, Okla.	54	128.6	119.7	116.1	113
Muskogee, Okla.	140	107.5	124.2	97.8	117
Oklahoma City, Okla.	926	98.7	122.5	94.7	115
Okmulgee, Okla.	140	88.4	111.6	96.0	105
Tulsa, Okla.	325	105.1	111.5	90.6	105
<b>Dallas F. R. District</b>	.....	117.0	112.6	98.4	106
Shreveport, La.	509	109.1	112.8	96.9	106
Roswell, N. M.	35	112.6	113.8	103.5	107
Abilene, Tex.	163	114.1	136.8	106.1	129
Austin, Tex.	224	114.9	132.1	92.5	124
Beaumont, Tex.	249	104.1	109.2	87.4	103
Dallas, Tex.	831	117.6	120.0	99.7	113
El Paso, Tex.	439	103.5	110.9	90.2	104
Fr. Worth, Tex.	318	114.3	116.5	92.1	110
Houston, Tex.	539	121.3	119.0	104.0	112
Pt. Arthur, Tex.	51	123.1	128.4	95.0	121
Waco, Tex.	275	138.3	116.3	102.0	110
Wichita Falls, Tex.	239	112.4	125.7	98.2	118
<b>San Francisco F. R. District</b>	.....	102.0	104.3	90.4	98
Phoenix, Ariz.	250	93.1	107.3	88.1	101
Berkeley, Calif.	91	95.8	121.3	86.4	114
Pasadena, Calif.	151	91.8	106.7	87.1	100
San Francisco, Calif.	1,631	102.4	107.2	96.5	101
San Jose, Calif.	150	105.5	114.9	88.1	108
Stockton, Calif.	125	102.3	106.3	86.8	100
Boise, Idaho	109	135.7	144.4	94.8	136
Portland, Ore.	475	115.3	113.2	104.1	106
Ogden, Utah	65	97.3	112.2	102.8	105
Bellingham, Wash.	100	117.2	111.6	89.6	105
Seattle, Wash.	513	111.7	107.4	94.5	101
Tacoma, Wash.	230	116.4	115.6	84.8	109
Yakima, Wash.	82	104.4	114.7	88.5	108



## Recreationists Lead Industries in Fight for "Leisure Market"

Manufacturers and retailers of recreational accessories, under the sponsorship of National Recreation Accessories Exhibit, Philadelphia, have become probably the first large group to launch a concerted effort to win a large share of the increased consuming time being created by the shorter working hours of NRA.

To start formally with a wholesale exhibit at the Hotel Pennsylvania, New York, January 19-26, the movement, under Warner S. Hays, managing director of the exhibit, already has stimulated makers of recreational products, Mr. Hays explains, to "develop new ideas, new services, new models, and to recreate old products with new features."

Next March retailers' sales drives will be undertaken on these products in various departments — stressing sports, home and garden improvement, education, travel and other pastimes and avocations.

Mr. Hays, who has directed various cooperative programs, is a former president of the American Trade Association Executives. J. H. Aldrich, of B. Altman & Company, New York, is chairman of the luggage and leather goods division, and I. E. Lowell, of Gimbel Bros., New York, of the sporting goods division. Russell H. Van Tine agency, of Philadelphia, is in charge of advertising.

"1934," says Mr. Hays, "will bring to millions of workers, not only wages with added hours of leisure each day, but two full days of leisure each week, in addition to regular holidays and vacation periods." As an example of how industries have developed on the leisure time made available in the last third of a century, since 12-hour shifts were common in many mills and factories and office workers functioned in many instances 10 hours a day, including Saturdays, Mr. Hays cites golf: "Originally it was a pastime of the so-called leisure class. The working man or woman had no time to play this game. Long working hours did not provide opportunity for any great amount of recreation, particularly sports that had to be indulged in during daylight."

"Now, because of the element of time, golf is within the reach of every stenographer, truck driver and clerk in the country."

National Industrial Conference Board finds, for example, that since NRA went into effect average weekly hours of factory workers have been re-

duced 16 per cent and of office workers 4 per cent. And because golf and other recreations cost money as well as time, it is worth noting the board's figures of respective increases in weekly earnings for factory and office workers of 6 and 3 per cent. If NRA works, these will be even larger in 1934.

Intrigued by the possibilities SM asked some motor car people what they intend to do to get their share of this new leisure market. Nothing tangible is yet forthcoming from them. One executive admits, however, that since his company (General Motors) went on a five-day week, he has used his car twice as much for pleasure purposes.

SM has done a little figuring as to what the net increase in consuming time for "personal" products and services might be. If working hours in 1934 generally total 40 hours a week, instead of 44 (usually eliminating Saturday as a workday), the average adult American's time budget (excluding housewives, who are not yet codified) would be something like this:

<i>Receipts</i> .....	168 hours a week
<i>Expenditures</i>	
A. Necessities	
Work .....	40 hours
Sleep and eat....	70 hours
Transportation ..	7 hours
Personal duties ..	10 hours

Total .....

B. Play and Avocations  
under NRA .....

41 hours  
"Play and Avocations" thus would be increased five hours or 12 per cent a week. Reduction of necessary transportation (going to and from work, averaging a half hour each way every workday) would provide the additional hour. There might be some saving too, on the holidays, in such personal duties as dressing and shaving—though we'd still have to go as often to the dentist.

### Timken Promotes Walsh

In "recognition of his outstanding sales record" at Timkin Silent Automatic Company, oil burners, etc., Detroit, E. V. Walsh, general sales manager, has been promoted to vice-president in charge of sales. In January, 1928, when Mr. Walsh took charge, the company had three branches and about 40 retail salesmen. Now the company has 16 branches and 12 sub-branches, as well as 225 independent dealers. On the Timken staff now are 600 retail salesmen, with more than 300 being employed by the dealers. Before joining Timken, as branch manager at Detroit, in 1926, Mr. Walsh had been a sales executive in the office appliance field.



"But  
are  
you

making any  
money?"

Is your direct-mail literature producing a satisfactory volume of live, interested inquiries? Are you getting sales by mail at an acceptable cost? Are dealers, jobbers and their sales folk co-operating wholeheartedly with your promotion programs? In brief, **are you making any money?**

If your answer is negative, why not take a positive step? Put your problem up to a seasoned mail-merchandising man; an operator who is getting **profitable** returns right here and now in the Terrible Thirties.

Maxwell Droke will gladly examine your sales material and make constructive preliminary suggestions without cost or obligation to you. Write him at once.

—O—

Already this fall, several important groups have booked Maxwell Droke as a speaker. Mr. Droke offers three talks, as follows: (a) "Letters That Build Business"—constructive counsel for correspondents; (b) "The Business of Being a Salesman"—an inspiring talk for sales conventions, and (c) "The Human Race and Other Athletic Events"—humorous philosophy for banquet or other social occasions. Write or telegraph for rates and dates.

**MAXWELL DROKE**

P O Box 611

Indianapolis, Indiana

## The Spotlight on Washington and NRA

(Continued from page 531)

direct control of the National Compliance Board.

Strangely enough both the practical business men and the labor element favor decentralization. Labor prefers self-regulation if labor is represented on the code authority—a suggestion with which capital does not agree. Self-regulationists believe that business can do its own cracking down on units which violate the codes and that even though industry is far from perfect in

its administration it would still do a better job than bureaucrats.

### Steel Code Continues

Steel makers—if newspaper reports are to be believed—showed no particular enthusiasm for the code provisions during the preliminary sessions and they finally pulled out a code which could be terminated in three months if they chose to do so. Now after three months' trial, the American Iron & Steel Institute has formally petitioned the President for a continuation of the code until May 31, 1934. Despite higher wages and a 22 per cent

increase in the number of employees, they found that "the financial results and the operation of the industry during the third quarter of this year were far better than in 1932."

### Salad Romanoff

The *faux pas* of the year was committed by one of the Washington hotels. For a luncheon at which Litvinov and his entourage were to be entertained the management had provided Salad Romanoff. Fortunately the error was discovered and the name Romanoff deleted in time to divert actual hostilities or the breaking off of diplomatic negotiations.

### Low Hahn Speaks Out

As President of the National Dry Goods Association, Mr. Hahn, on November 19, reported the department store opinion of NRA. "We cannot reach business normalcy overnight. But we will be more appreciative of the present course of things if we think, not of how far we have yet to go, but from what dark pits we have already risen. We not only need faith, but with it patience, and we need, above all, a thoroughgoing determination throughout all of business to play fair under the NRA and make it the successful road to recovery which it can be."

### Codes vs. FTC Practice

A comparison of trade practice provisions under NRA codes with rulings formerly approved by the Federal Trade Commission under Trade Practice Conferences, shows that business can go much further now in keeping its house in order. Under the old FTC practice, the government assisted industry in approving and enforcing agreements which prohibited practices ruled *illegal* by the courts. Under NRA there is shown a greater willingness to eliminate unethical and harmful practices regardless of whether they are illegal.

### \$386,000,000 for Water Works

A total of \$386,000,000 in water works extensions and new water works projects—"probably the largest single type of public works activity that has resulted from the Public Works' Administration"—has been projected or started in the last 24 weeks, reports Karl M. Mann, president of *Water Works Engineering*, New York.

Mr. Mann believes that the "water works market, a \$5,000,000,000 industry serving 80,000,000 customers, is entering upon the most active period it has ever known."



Every dollar goes to  
work when you buy  
ABO\* coverage

\*ACTIVE BUYERS ONLY

# MILL & FACTORY

A CONOVER-MAST PUBLICATION

205 E. 42nd St., New York City . . . 333 N. Michigan Ave., Chicago  
(A-8612)



# ANA Meets in Washington

(Continued from page 534)

of these three talks. Evidently ANA does not propose to stick its neck out until it gets good and ready to do so and then (as Lee Bristol so diplomatically phrases it) on the basis of having been "conceived in friendly thought," all of which leaves this reporter still believing there is a certain amount of dynamite in them thar hills.

Turner Jones on the "Outdoor Traffic Bureau," Ken R. Dyke on "Copy Testing," and Dr. Miller McClintock (Harvard) on "Traffic and Trade," completed the first day's program. The following day Henry C. Link of the Psychological Corporation opened with a talk on "The Psychological Side of Testing Advertising." This proved interesting and illuminating, but was followed by Walter B. Pitkin's (Columbia Professor) rather gloomy picturization of some 60,000,000 Americans who have been lowered to (or almost to) the point of subsistence living. Dr. Pitkin holds that a large part of this subsistence group has now "sold" itself on staying in the subsistence class and that while in this frame of mind they will not only continue to be a great burden on the balance of the population (those earning spendable money income), but will be an open prey for the exploitation of the great criminal class which must currently turn from bootlegging to new forms of rackets. He contends that it is a major responsibility and opportunity of advertising to change "the philosophy of life" of the subsistence population so that they will want to improve their standard of living and so they will not be exploited by the racketeers.

George Gallup of Young & Rubicam, Inc., next discussed "Where Does Our Copy Research Begin and End?" in the course of which discussion he stressed the need for studying the editorial content of the media used by advertisers, and the desirability (in many cases) of tuning in advertising copy to the editorial wave length of individual media. At the second day's luncheon W. M. Kiplinger (Kiplinger's Washington Letter) undertook to answer all questions pertinent to life in the Capital City and did a bang-up job of it with a net result on the optimistic side. Raymond Moley, famous brain-truster and now editor of *Today*, was the guest speaker at the second day's dinner. He discussed various phases of the New Deal from the inside perspective possible only for one who has served in the Administration.

The third and final day of the con-

vention started with something approaching a tirade by Dr. Melvin T. Copeland (professor of marketing at Harvard). He spoke on "Reconstruction, Reflation and Distribution," and gave the Federal Government no small amount of hell regarding certain policies of the New Deal, and particularly the New Deal in what Al Smith more recently describes as "baloney dollars."

Dr. William Sirovich followed with what started out as an impromptu defense of the Roosevelt administration (brought on by Dr. Copeland's remarks), but which later developed into comment on the so-called Tugwell Bill. (Dr. Sirovich is the congressman who introduced it into the House.) He gave some real encouragement that the bill will be revised.

David Stern, publisher of the *Philadelphia Record*, completed the morning session with a convincing talk on the need for and success of editorial "guts" in newspaper editing.

Government officials featured the afternoon program, the two high lights being Jesse H. Jones, chairman of RFC, and George N. Peek, Administrator of AAA. Both men spoke impromptu, Peek entirely "off the record," and Jones by way of answering questions and explaining certain phases of the RFC activities. Mr. Jones expressed great confidence in the monetary policies of President Roosevelt and intimated that the printing press is not likely to come into inflationary use. The program closed with a non-shop banquet, the entertainment for which was supplied by CBS (pardon the use of initials, but this seems to be an alphabetical era).

## Election Returns

Officers elected are: President, Allyn B. McIntire, vice-president, Pepperell Manufacturing Company (see front cover); vice-president, Turner Jones, who holds the same office with Coca-Cola; vice-president, Ralph Rogan, who is advertising manager for Procter & Gamble; vice-president, W. B. Geissinger, advertising manager, California Fruit Growers' Exchange. Paul B. West was re-elected managing director, and Stuart Peabody, retiring president of ANA, was elected to the board of directors and made chairman thereof. Lee Bristol (Bristol-Myers), A. T. Preyer (Vick Chemical), and Allan Brown (Bakelite) were re-elected to the board, and Ken R. Dyke (Colgate-Palmolive-Peet) was elected a new director.

## SALESMEN JADED?

You'd like to send them a short message or two, but can't quite think what to say?

Write for samples of Sales Management's single-page bulletins which hundreds of sales executives have purchased in quantity to stimulate the men in the field.

They're factful, not preachy. Each embodies a worth-while idea for men who sell. The cost is nominal.

## SALES MANAGEMENT

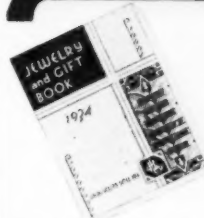
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## PHOTOGRAPHS



Write for  
this  
FREE GIFT  
CATALOG

### —it's a Big Help in Solving the XMAS GIFT PROBLEM

Watches, Jewelry, Optical Goods, Luggage, Sporting Goods, Silverware, Toys, Electric Appliances, Clocks, etc. 392 pages chock full of fine gift and prize suggestions at interesting prices. Clip out this ad and mail today.

**JOSEPH HAGN COMPANY**  
—Wholesalers—

225 Madison Street Chicago

Send Your 1934 Gift Catalog:

Name .....  
Company .....  
Address .....  
City .....

# NOW WE ADD *Certified Lighting* TO THE LONG LIST OF DISTINCTIVE STATLER FEATURES!



*Achieved by the use of the SIGHT-METER,  
science's newest aid to adequate illumination*

● You have only one pair of eyes . . . you want to keep them! The work you do in a hotel room you do with your eyes and your eyes are at the mercy of the lighting in the room.

Now the Statlers offer you an entirely new high standard of room illumination . . . give you hotel guest rooms that are amply lighted . . . give you the proper degree of light without glare at every lighting point. In true Statler fashion, we guarantee this lighting . . . certify it to be ample. And we display the certification in the room.

You will recall that Hotels Statler were first to recognize and to pioneer a long list of these vital features: the private bath with every room,

circulating ice-water, bed-head reading lamp, full-length mirror, comfortable bed with inner-spring hair mattress, free radio reception in every room, free morning newspaper under the door.

We have pioneered many distinctive service features, too . . . such as the elimination of unsolicited tip-seeking attentions in public wash-rooms; removal of surcharges from the articles sold at lobby cigar stands and newsstands; banishment of the hat-check tip at the entrance to our public restaurants.

Now we take another forward step . . . pioneer certified lighting! Visit us when next you're in a Statler city.

## HOTELS STATLER

"WHERE THE GUEST IS ALWAYS RIGHT"

Cleveland	Buffalo	Detroit	St. Louis
ROOMS BEGIN AT 2.50	ROOMS BEGIN AT 3.00	ROOMS BEGIN AT 2.50	ROOMS BEGIN AT 2.50
Boston	New York (Hotel Pennsylvania)		
ROOMS BEGIN AT 3.50	ROOMS BEGIN AT 3.50		



### THIS IS THE SIGHT-METER

The illumination of every guest room in every Statler is certified to be ample (certificate is displayed in the room) as follows:

*Illumination at center of room . . . ample for reading normal print, as registered on the Sight-meter.*

*Illumination at bed-head . . . ample for reading fine print, as registered on the Sight-meter.*

*Illumination at bathroom mirror . . . ample for close visual work, as registered on the Sight-meter.*

*Illumination at writing table . . . ample for reading fine print, as registered on the Sight-meter.*

*Illumination over easy chair . . . ample for reading normal print, as registered on the Sight-meter.*

Every guest room in every Statler is regularly checked with the Sight-meter . . . to keep its lighting ample.



## A Grocery Set-up for Liquor Sales

(Continued from page 523)

expected to sell his retailers our full line of dealer help material.

Because we want the fullest cooperation of our distributors both in the type of outlet they sell and how well they sell each, we have a clause in our contracts as follows: "The company will credit the account of the distributor at the end of each full twelve months' period of this Agreement, provided the Distributor shall have fully complied with the terms of the Agreement and the sales policy of the Company, an additional rebate of 1 per cent of the Distributor's total net direct purchases of said products, the above gratuitous rebate of 1 per cent being an extra allowance for the faithful performance of this contract, and allowance of same is left entirely to the discretion of the Company, and its decision is hereby agreed to be final, without the right of the Distributor to contest same."

### The Old "Salesmanship"

The sales procedure outlined in this article is a drastic contrast to the old methods of selling when the salesman practically bought sales by lavish entertainment or even bribery. They tell of one salesman (and he was fairly typical) who would hire a hotel room, stock it with thousands of samples, or "miniatures," and then send word out over the city that he was keeping open house. Waiters, bartenders, stewards and their assistants tramped up all day to drink with the salesman and leave with their pockets stuffed with these small-size bottles of the product their host had urged them to push in return for the free "graft".

Less individualistic but more widespread was the custom of the missionary sales force of each distiller, to visit the saloon, buy some drinks for the proprietor and sell him a couple of cases. This was called "throwing money over the bar" and, while workable, entailed the disadvantage that your competitor might throw more money across the bar than you.

So much for sales to the dealer and bar. How about their sales to the consumer under the new deal? In the old days the dealer and saloon didn't make much money on case lots. They did, however, cut or "rectify" branded liquor and thus slice themselves a nice profit. Under the new deal, most states will prevent this practice of "rectifying."

## AN ADDRESS WITHOUT AN APOLOGY

**N**O VISITOR to New York, nor permanent resident here, need ever apologize to friends nor indulge in self-recrimination for selecting 12 East 86th Street as a home address in this metropolis.

Ideal location in the select Metropolitan Museum—Central Park—Fifth Avenue center yet only 15 minutes from shops and theatres.

Apartments, furnished or unfurnished, with dining alcoves and fully equipped kitchens (not serving pantries); also transient accommodations from \$4 daily. Booklet F on request.

**The  
Croydon**  
12 EAST 86<sup>th</sup> ST. .... NEW YORK

In Miami Beach its

## The Fleetwood

Opening for the Winter Season  
January first. European Plan.

An Exclusive Winter Resort Hotel, on Biscayne Bay, with Ocean Bathing, a Private Dock and every facility for the comfort and entertainment of its exclusive and discriminating clientele.

Rates Double from \$8.00 to \$20.00 per day.  
A la carte service and Fixed Price Meals.



THOMAS CAGWIN  
Resident Manager

Other DeWitt Operated Hotels include:

In Cleveland Its  
THE HOLLENDEN  
In Chicago Its  
THE LASALLE  
In Columbus Its  
THE NEIL HOUSE  
In Akron Its  
THE MAYFLOWER

FENWAY HALL,  
Cleveland's High Class  
Residential Hotel is  
also under  
DeWitt  
Management.



## Custom-Tailored Men



Stand out in any crowd . . . at the football game . . . on the street or in the office . . . or during the cocktail hour.

Shotland and Shotland have changed the "clothing attitude" of many men . . . the younger men who wear custom-tailored for the first time as well as the older men whose experience allows only custom-tailored garments.

They have found fabrics, design, workmanship and price of greater value than possible elsewhere.

May we also serve you?

BRyant 9-7495

**Shotland & Shotland**

*....Custom Tailors....*

574 FIFTH AVENUE (at 48th Street) NEW YORK CITY



## LOW RATES

Comfortable rooms-  
hospitable service  
.... excellent inexpensive cuisine....

FROM FOUR DOLLARS  
A DAY

COURT ROOMS-THREE FIFTY

**MARK HOPKINS**

OR

**THE FAIRMONT**

**HOTELS**

OVERLOOKING

**SAN FRANCISCO**

## How 13 Firms Head off Split Commission Scraps

(Continued from page 526)

We have found this plan to work very satisfactorily and I am glad to say that we have a minimum of kicks from the salesmen regarding credits for orders sold in their territory but billed elsewhere.

**By R. E. Atha**

*Sales Manager,  
J. A. Folger & Company,  
Kansas City, Missouri*

We have had little or no trouble in the matter of divided credits between two or more salesmen who work on the same order, or to whom credit is due for a combined order going into several territories.

This problem is rather simplified for us because of the fact that each of our men is given a certain geographical territory and is given credit for all shipments going into this territory. Where a shipment is made to a central warehouse or distributing point of a group of stores, credit is apportioned as nearly as we can approximate according to the amounts shipped into various territories.

In cases where our product is shipped from one territory to another, our men are allowed to get signed receipts from the receiving customers, which are sent in to our office and on which credit is allowed. Oftentimes the salesman from whose territory shipment is made reports it.

A very fine spirit has been shown by our men and they appear to believe that they are getting a fair deal, evidenced by the fact that we see practically no evidence of a desire to "chisel". In fact, they seem quite interested in getting sales for their colleagues where the buying is done in their territory for adjoining territories.

**By N. R. Andrus**

*Assistant to Sales Manager,  
Norton Door Closing Company,  
Chicago, Illinois*

The split commission problem has not caused our organization a great deal of trouble. For one thing, our sales territories are quite large, so that the selling influence of most of our customers is contained within the sales territories covered by our representatives.

However, that is not entirely true. The southeastern territory in our line of business has not been adequately represented by hardware companies doing contract work on a large scale.

As a result, many jobs located in the southeastern and southern sections have been figured in the North. When situations like that arise we handle each one as an individual case and try to treat the salesman concerned as fairly as possible. If the man covering the territory where the job is located has really done all the "missionary" work, so that the owners or the architects or the general contractors insist on Norton closers being furnished, then the credit towards a quota or the commission is very likely to be awarded to that man. Of course, if most of the sales influence is exerted by the salesman in the territory where the order itself originates, then the credit or the commission is very likely to go to him. We usually try to base our decision upon the amount of effort that is put forth by the individual salesman concerned.

We have tried to be fair with the men, and so far, at least, they have taken our decision without question.

**By O. W. Albaugh**

*Vice-President in Charge of Sales,  
McCaskey Register Company,  
Alliance, Ohio*

Our salesmen operate in guaranteed territories on a straight commission basis. Where sales are made through headquarters located in one territory by the salesman in that territory, and the product is to be used in another territory where another of our salesmen, perhaps, is to service the account for repeat business, etc., the company reserves the right to adjust commissions as it deems fair and just, taking into consideration all angles of the individual case.

We have a clause in our contract reading as follows, which eliminates to a large extent any complaint on the part of our salesmen in handling such cases:

"On sales made by you in your territory through the central or purchasing offices located therein of concerns where part or all of the shipments are to be used by their branches in other territories, and on shipments into your territory on similar sales made by another salesman in his territory, and where the company sells or negotiates for the sale of its products to such concerns or individual members of such concerns, it (the company) may adjust commissions, as it deems fair and just."



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Surveys for which a charge is made are so indicated. Requests for these, accompanied by the purchase price, should be mailed direct to the publishers.

**Selling in an Outdoor Age:** A report by the Agricultural Press Committee of the American Association of Advertising Agencies recently said: "The problem of American business is not so much over-production of manufactured goods as it is over-concentration of merchandising effort in the Metropolitan areas. An intensive study convinces us that what business needs is diversification of distribution, an understanding of true national distribution, and a real insight into a general decentralization of many distribution efforts." In other words, the small towns of America are the great neglected opportunity of business. Manufacturers who feel that this market is important, but that it cannot be cultivated except through sinking all potential profits in the process of development, will probably agree with this sentiment, and look with interest on plans to create sales in these areas at a reasonable advertising-promotion cost.

"The Main Street Plan" is the answer of the outdoor advertising interests to this problem. A market study, just published by the Research and Plan Division of Outdoor Advertising, Inc., has been designed to show how outdoor advertising on "Main Street"—the main highways of the nation—will place a product before the people who live in small towns, the people who come to trade in the small towns, the people who live in small towns but who go to the city for a part of their purchases, and finally, the great traveling market of motorists that passes through these small towns.

Indiana has been taken as an example of the process. The Main Street Plan comprises a three-way attack on any state market, and in the case of Indiana, as all other states, three plans of outdoor advertising coverage are shown (illustrated with maps in color), poster coverage of the *national highways*, which can be secured for a total cost of \$1,690 per month; secondly, poster coverage of the important *national highways and local highways*, reaching many more markets, and at a cost per month of \$4,365.60; third, poster coverage of the *entire small town market*, including towns of less than 10,000 population, the monthly cost of which is \$6,061.80. The towns and cities reached in each of these three plans are shown, together with complete details on retail trade in the area.

This study, too detailed for complete description here, is being released to advertisers and agents this month. We recommend it to all sales executives, as a thought provoking analysis of the power of this type of mass selling. Write this office, or direct to Mr. C. D. McCormick, Outdoor Advertising, Inc., 1 Park Avenue, New York.

**Where is Automotive Equipment Wholesaling Done?** Wholesaling in the automotive equipment field is one of the country's most stable enterprises, according to a national survey recently completed by *MoToR*, the automotive business magazine, with the cooperation of 50 manufacturers who submitted their complete distribution figures, dollar by dollar and city by city, to make the study possible. A similar analysis made three years ago, and based on 1929 business, has been widely used by sales executives as a working tool to determine territorial quotas and jobbing policies. Over 1,500 copies were distributed to manufacturers and agencies. This 1933 survey is the result of insistent demand for new light on the subject.

While some new jobbing centers were created during the depression years, the survey shows that in general the various wholesale areas remain largely as they were three years ago in relative importance. The first 25 automotive jobbing centers still yield 41 per cent of the national volume, and the primary and secondary centers, some 250 in number, account for 90 per cent of the business, compared with 93 per cent when previously analyzed.

Sectionally, the East (34 per cent) and Pacific Coast (11 per cent) states enlarged their share of wholesaling, the Mountain States (3 per cent) showed no change, and the Middle West (21 per cent), Plains States (14 per cent), South (10 per cent), and Southwest (7 per cent) lost standing during the depression period. New York has taken the honors which Chicago held three years ago as the premier jobbing center. Chicago holds the lead in replacement parts business.

Eleven hundred and seventy-three cities, listed by one or more of the fifty manufacturers cooperating, are ranked to show their respective standing in percentage of national volume of all lines, replacement parts, display merchandise, and shop equipment. In even greater detail follows a national survey by states, showing all cities reported as doing any volume of wholesale business, with the actual volume of sales reported and their per cent of the U. S. total.

The 86-page study, "*Where the Wholesaling is Done*," is available to interested sales and advertising executives. Write this office, or direct to R. F. Gardner, general

manager of *MoToR*, 57th Street and 8th Avenue, New York.

**What Sells a Thing—or Makes it Sell?** Just what one material can be relied upon to do in the successful planning, making and selling of a company's product is shown in a great variety of ways in a handsomely designed booklet entitled "*Planning, Making, Selling—Design for Profit*" recently published by the New Jersey Zinc Company. It follows naturally that zinc (Horse Head Zinc in particular) is the material under discussion. On every page are illustrated several consumer items wholly or in part die cast from zinc alloys—many of these items astonishingly commonplace or unusual which one would not ordinarily consider as having been made from this material, because of their attractive chromium, copper, or even gold and silver surfaces. The sales executive as well as the production manager—the advertising agent as well as the designer, will find interesting facts based on low cost, tensile strength, plating possibilities, all tending toward greater sales appeal. Write this office, or direct to Mr. R. Davison, Manager, Market Development Division, New Jersey Zinc Company, 160 Front Street, New York.

## Who Shall Punish Code Offenders?

(Continued from page 540)

to the code as its judgment may dictate or experience justify.

The Code Authority sets up the budget for its administration; fixes the portion of charges for the members of the industry and otherwise fully exercises its duties and responsibilities. The director is its agent under carefully defined authority and responsibility.

All the powers of the law and of the code are at the disposal of the Code Authority and its director.

NATHAN BOONE WILLIAMS,  
Washington, D. C.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.  
Cash Basis Only. Remittance Must Accompany Order.

### EXECUTIVES WANTED

**SALARIED POSITIONS \$2,500 to \$25,000.** This thoroughly organized advertising service of 24 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

### POSITIONS WANTED

42, AGGRESSIVE, CAPABLE, WITH SUCCESSFUL sales record thru utility, jobber and dealer accounts, selling major electric appliances for the home, for large national concerns. Possesses well balanced background and ability in organizing, marketing and sales management. Available for immediate connection in executive or selling capacity. Box 391, SALES MANAGEMENT, 333 North Michigan Avenue, Chicago, Illinois.

TORONTO  
MONTREAL  
WINNIPEG  
LONDON, Eng.

GIBBONS KNOWS CANADA

REGINA  
CALGARY  
EDMONTON  
VANCOUVER

# C o m m e n t

**PROFESSORS WARREN AND PEARSON:** SALES MANAGEMENT has heard a first-hand explanation of the Warren-Pearson theories of gold, of prices and of recovery. Would that all business men had the same opportunity! The process takes fully four hours of the most concentrated kind of attention, but it leaves you feeling there is a reasonably good chance that Dr. Warren and Dr. Pearson really "know their stuff." . . . This may sound as though SALES MANAGEMENT were "sold" on Roosevelt's gold buying policy. We do not confess to enough wisdom to know for sure whether it is good or bad, but, like Frank Vanderlip, we are not "unsold" on giving it a truly fair trial. . . . For a clearer understanding of the following facts and their possible import, we are indebted to Professors Warren and Pearson. Only two countries, Holland and Switzerland, still value gold in terms of their own currency on a pre-war gold standard basis. Thirty-four countries are now off the gold standard. A large percentage of the world's population resides in so-called silver countries. Among the countries which have returned to a gold standard, three important ones, i. e., Belgium, Italy and France, did so only after greatly appreciating the price of gold as measured in terms of their own currencies. Australia has doubled the price of gold. England, still off the gold standard, has greatly appreciated the price of gold as measured in terms of its shilling. Hence, we must squarely face the issue of whether the United States could have gone on indefinitely without increasing the price of gold as measured in terms of its dollar. . . . An impressive piece of factual information shows that the price of cotton (and other exported commodities) has remained practically identical in New York and Liverpool when prices are measured in terms of *ounces of gold*. In other words, when allowance is made for the transportation differential and the daily market quotations in each city are translated from shillings and dollars to the current daily equivalent of shillings and dollars *in gold*, the daily prices in each city during 1933 have been substantially identical. It is this status which indicates the hope of raising the price of cotton and other commodities through increasing the price of gold as measured in dollars. . . . The air is full of talk about both dangers and benefits of inflation. This great divergence plus the widespread lack of understandable information on such matters as gold, prices and international exchange makes it look as if the President's gold operations will have to produce results under comparatively unfavorable circumstances. This is regrettable because, unlike some of the anti-Roosevelt men, we cannot view the process of raising the price of gold as measured in dollars as in itself a great experiment. Practically every other nation has already done the equivalent thing in terms of their national money and in no case

(except Germany, which indulged in excessive printing of paper money) has there been any wild-eyed inflation. France, Italy, Australia, Belgium and England—to mention just a few—have increased the price of gold in terms of their money without radical paper inflation, a fact which makes it difficult for the layman to look on the present operation as highly experimental. If one believes that prices are materially affected by the volume of credit times its velocity in circulation (and we do so believe), it nevertheless appears that credit expansion and an increase in the gold price as measured in dollars are reciprocal rather than opposing factors. Success for any Recovery plan is likely to depend more on the state of mind than upon the intrinsic merit of any particular plan. A relatively poor plan plus unification will take us much further than a relatively good plan which is a bone of contention throughout the length of the land. Hence, President Roosevelt and his chief associates should undertake immediately to get the American people, and particularly American business men, better acquainted with the nature and purpose of the gold plan—in other words, *too much is known officially, too little unofficially*.

**DISTRUST WITHIN INDUSTRY:** The feeling of distrust among members of the same industry is perhaps the most menacing hangover from the days when too much business was obtained by questionable methods. So high a degree of distrust has grown up among the various factors that, even where potential leadership exists, not enough unanimity can be achieved to empower any one man to do anything in behalf of his industry as a whole. This is the reason why outside leadership—some executive who has no personal stake in any concern in the field—has often accomplished more, under present circumstances, than "inside" management. Any industry which is honestly desirous of getting itself on a sound profit-making basis will have to conquer this distrust. . . . To begin with, all programs which are to be designed to cut wastes in any industry must be based upon an absolutely honest pooling of sales figures—in style industries, also an exchange of information on sizes, colors, styles and other items. To keep production in line with demand, to avoid huge losses from the dumping of excess goods, each industry must know *what* goods are being sold, and *to whom*. Without honest figures, little can be accomplished. Too many industries are charging to NRA certain failures which lie smack on their own doorsteps and that doesn't mean that NRA is above constructive criticism but does mean that *the idea that all competitors are crooks must go*.

Ray Bill